OCTOBER, 1961 2s. 6d.

Free Press in Industry?

Training: The Camera Must Not Lie

Is Yours the Ideal Office?

Brooke Bond encourages its employees to buy shares

Personnel Management and Methods

The modern office, a hallmark of efficiency and status

FULL CONTENTS PAGE 1

for recruiting
for training
for welfare

Use film to solve your personnel problems. Only film can show the fastest process at teaching pace — or pack a year's work into a few minutes. RCA Hollywood film projectors are simple to operate and backed by a first-class service organisation to help you put a double punch into training programmes.

YOU GET BRILLIANT PICTURES

because the rugged Hollywood portable is engineered in Britain to big-screen standards, with superior cooling for today's high power projection lamps and a matched optical system that ensures pin-sharp definition right to the edge of the screen.

AND HI-FI SOUND

because RCA research has resulted in a whisper-quiet projector and a high-fidelity amplifier with separate treble and bass controls — a sound system backed by over 30 years of audio experience in the movie industry.

HOLLYWOOD 16mm PROJECTORS

HOLLYWOOD

Optical sound/silent, dual voltage model complete with projection lamp, 2" lens, accessories, separate loudspeaker and two matched carrying cases.

HOLLYWOOD STAR

All the features of the "Hollywood" plus magnetic sound reproduction.

HOLLYWOOD CONSTELLATION

Combines all the facilities of the "Hollywood" and "Hollywood Star" with magnetic recording and built-in four-way electronic mixer. Microphone provided.

WRITE OR 'PHONE TODAY FOR A FREE DEMONSTRATION

HEAR AND SEE THE DIFFERENCE— RCA IS A *SOUND SIGHT* BETTER

RCA GREAT BRITAIN LIMITED
SUNBURY-ON-THAMES, MIDDX. SUNBURY-ON-THAMES 3101
AN ASSOCIATE OF RADIO CORPORATION OF AMERICA

RCA

Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES · WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

October, 1961

3 *News and Comment* — DAVID FLEMING

5 *Personnel Management in Practice* — OWEN LLOYD

22 *Free Press in Industry?* — A. MADDISON
House journalism—a diplomatic tightrope

25 *Keeping the Accountants Happy* — TECHNICUSS
Justifying outside visits 'on the firm'

26 *Brooke Bond's Capital Scheme* — HOWARD GRIFFITHS
Employees get shares for interest

30 *A Nation of Cratchits* — MARY NOBLE
Posture seating sets new standards

34 *Training: The Camera Must Not Lie* — O. T. CURTIS
Film plays a vital role in case studies

37 *Is Yours the Ideal Office?* — PETER WRIGHT
Guide to increasing office efficiency and status

Editor
Alan Bartleman

Art Editor
Douglas Long

Editorial Director
George Copeman, Ph.D.

Advertisement Manager
Lewis J. Myers

Sales Director
J. Hinchcliff

News and Readers' Service

2 PERSONNEL APPOINTMENTS
9 LETTERS TO THE EDITOR
33 BOOKSHELF
44 EQUIPMENT MARKET
54 MANAGEMENT DIARY
54 THIS MONTH'S ADVERTISERS
55 Reader's Enquiry Service
56 BUYERS' GUIDE

Advertisements, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388). Post free subscription for 12 issues: United Kingdom and Eire, 35s. All other countries, 35s., or local currency equivalent.

© 1961 Shaw Publishing Co. Ltd. (a member of the Business Publications Group.

CHANGE OF SUBSCRIBER'S ADDRESS. Please inform the Publishers six clear weeks in advance and include present address as well as new address required.

PERSONNEL APPOINTMENTS

MANAGEMENT CONSULTANTS

Binder, Hamlyn, Fry & Co. wish to appoint a man to their Personnel Division.

The applicant, aged 30/40, should be a University graduate (preferably in psychology or sociology) with experience of the wide range of functions found in a modern personnel department, especially executive selection.

The consultancy work will include management structure, executive selection, management appraisal schemes, and training courses for managers.

An attractive salary, together with a pension scheme and other benefits, will be offered to the successful applicant. Please write, giving details of education, experience and salaries earned, to:—

Binder, Hamlyn, Fry & Co.,
121 Queen Victoria Street
London, E.C.4

marking your letter confidential.

PERSONNEL MANAGER

S. Smith & Sons (England) Ltd. require a fully experienced Personnel Manager for their Motor Accessory Factory at Witney, near Oxford.
He must be fully conversant with trades union negotiations, wages rates, welfare, interviewing techniques, and the whole range of personnel activities as would be required in a factory of some 2,000 employees.
This is an interesting and progressive post and candidates must have had at least five years' experience in a similar appointment, being in the age group of approximately 30-45 years.
Housing accommodation at a nominal rental would be available to the successful candidate.
Write in strict confidence, giving full particulars of career history to date, and quoting reference SM.439, to:—

The Staff Manager
S. SMITH & SONS (England) Ltd.
Cricklewood, London, N.W.2
from whom further information can be obtained.

PHILIPS ELECTRICAL LTD.

have a vacancy in their

HEAD OFFICE PERSONNEL DEPARTMENT

for a man who, after a short introduction, would assume responsibility for the recruitment of male clerical, commercial and accounting staff in London.

Candidates should be graduates of a British University with some experience of interviewing and selection techniques. The work is varied, and opportunities will be given to shoulder additional responsibilities. Preferred age 23-28 years.

Please write giving brief summary of career to date to:—

Mr. W. Bree
Personnel Officer
Philips Electrical Ltd.
Century House
Shaftesbury Avenue
London, W.C.2

A FREE GUIDE TO BUSINESS CAREERS

Send for this valuable 100-page book which explains how you can qualify through Home Study Courses for a well paid position as

ACCOUNTANT · AUDITOR
COST ACCOUNTANT · CASHIER
COMPANY SECRETARY
OFFICE MANAGER ETC.

The School of Accountancy with their 50 years of successful career-building can help you to take advantage of the expanding market for trained and qualified men.

The School of Accountancy
78 Regent House, 6 Norfolk Street, Strand, London, W.C.2 *(and at Glasgow)*

MANAGEMENT TRAINING
Study at home for Management in Industry and Commerce. Guaranteed coaching for all major exams, I.C.W.A., B.I.M., A.C.C.S., C.I.S., Cert. in Foremanship. Also many non-examination Courses including Work Study and Computer Programming. No books to buy. Write for FREE Prospectus stating subject to I.C.S., Intertext House, Parkgate Road, (Dept. 468), London, S.W.11.

FILL THAT SPECIAL VACANCY!
Use this page for your STAFF APPOINTMENTS
Rate Charges:—
Appointments Vacant ... **50/-**
Appointments Wanted ... **44/-**
(Per display panel inch)
Box No. 1s. extra
Send your advertisement **NOW** to the
Classified Advertisement Manager, Personnel Management & Methods
Mercury House, Waterloo Road
London, S.E.1
Telephone: WATerloo 3388

by David Fleming

news and comment

WIDE pay gaps, an unprecedented strike and a cup of tea. These are the month's news stories, and they are all related to the work of the personnel manager.

With the publication of the Institute of Personnel Management's latest salary survey, we find that the position regarding the rate for the personnel job has not changed. Any increase since the last survey appears to have been caused through a cost of living adjustment.

In other words, the personnel function has gained nothing in terms of prestige; and it certainly can claim little in respect of financial growth. We still suffer from those ridiculous differentials that type a personnel officer according to his geographical location, sex and the size of his company. What industry obviously refuses to do is to pay the man (or the woman) according to the manner and effectiveness with which they execute their particular year's work.

IN this respect, there is a direct comparison with the position of the teacher. No matter how good they may be as teachers, the fraternity are paid according to a scale: weight being given according to experience, type of school, location of the school, class of degree, special responsibilities.

As a teacher, you can be as great as Socrates and still get your basic salary, plus the 'agreed' extras for added duties. If you want a rise, you move your school or you gain added qualifications in the hope that this will open up new employment possibilities.

Well, the teachers, in a minority, have struck. Their future is in the hands of the public who will decide whether they were right or irresponsible. What I have now heard suggested—and what a lark it would be—is that personnel officers, labour managers or the like will also be withdrawing their labour soon.

But joking apart, it does seem to me that the time has come for employers to take a good look at the salary arrangements for their personnel specialists. The IPM have issued the necessary warning in the summaries of their survey.

WHEN the situation comes to such a pass, it is hardly amazing that we have disputes over such trivia as tea-breaks. If management looks at matters so superficially, can it be wondered that the trade unions seek to highlight what seem, at first glance, petty issues?

Of course, strikes and suspended negotiations can never be traced to something as insubstantial as a tea-break. This is only the excuse given. But such is the regularity of similarly difficult relationships that we must surely presume that neither management nor men wants to bridge the gap that they themselves have created.

I am still waiting for someone to turn up with the suggestion that automatic vending machines should be installed more widely at Dagenham so as to solve the entire crisis. Would this be the answer? Certainly, if the dispute stemmed from a fervent belief in the right of the worker to drink tea. But nobody will seriously tell me that this is the case.

THE old answer to all industrial problems is to build a better management team. Clichés? Truisms? Yes. But today's clichés are yesterday's truths. And they still hold good. That is why we must welcome the return of the McMurry team of management advisers next month.

From November 22-24, they will again be giving British executives the benefit of their long experience in formulating methods and techniques that make management that bit more effective. Add to that Dr. McMurry's acknowledged power of communication with top management, and you have only two of the reasons for making sure that your company is represented. I will get tickets for anyone who is interested.

WHAT are you doing with the time it is taking the politicians to decide whether we shall enter, or whether we shall be permitted into the European Common Market? I recently met a personnel manager who has already initiated a secondary refresher training course for his salesmen.

"We're not going to be caught on the 'hop'," he threatened. The point seems to be that, even if the situation of our active participation in the Market does not arise, we are in for much harder times ahead. It could be used as an admirable excuse for overhauling training programmes, communication, production incentives, labour relations arrangements—in fact, the gamut of personnel matters, right down to the rate we pay the canteen staff.

LAST month's Association of Public Health Inspectors' conference threw up an interesting piece of public/community relations work in the personnel sphere. Birds Eye Foods gave away to delegates a copy of their booklet "Other People's Food," which is normally issued to everyone entering employment with the Company.

Stressing the utter importance of hygiene in all its aspects, including personal health, the booklet must surely have been a great confidence builder outside the factory gates. It was especially wise to display it and produce free copies for the health inspectors. Perhaps we shall see at next year's RoSPA conference one or two company safety handbooks which might, accidentally, fall into the hands of the factory inspectors?

CUT LOST MAN-HOURS THIS WINTER

by using Lily paper cups

More than two thousand million man-hours were lost in industry last year through illness. Countless millions more will be lost this winter—and many of them will be *your* employees, affecting your production.

And the likelihood is that a high percentage of them will catch colds or flu by way of cross-infection from the crockery used on your tea trolleys and in your canteens.

Yet by changing to single-use LILY paper cups, plates and containers you can eliminate this source of infection and save expensive lost man-hours.

LILY paper service will save your direct catering costs, too. Companies already using paper service for their catering report that the elimination of washing-up, collection of used utensils, breakages, etc., effects substantial savings in their direct costs—in some cases up to 25 per cent.

Why not ask LILY to send a representative to make a survey of your catering arrangements? He will show you how paper service could be used to cut the costs of your industrial catering operation. Write today to:

LILY CUPS and CONTAINERS
(ENGLAND) LIMITED
FAZAKERLEY · LIVERPOOL 9
A member of the ® Robinson Group

Personnel Management IN PRACTICE

by Owen Lloyd

RESEARCH departments should not have a monopoly in developing new prospects. Why must there be a barrier to employees on the shop-floor in presenting plans for a new line?

These appear to be the thoughts that have guided **Raleigh Industries Ltd.,** world famous cycle-makers, in their decision to launch a 'New Products' month for their normal suggestions scheme. Instead of asking for improvements to existing designs, toolings or procedures, the management is offering almost unlimited prizes for ideas that develop into a new manufactured line.

Fifty pounds down, and a lot more to come if and when the suggestion matures into a product: this is the offer to all employees. The director of the Raleigh factories, **Mr. Leslie Roberts,** is reported to have commented: "I hope it costs the company a fortune".

The publicity for launching the special suggestions month is as enterprising and as lively as the scheme itself. A special bulletin—*IDEAS*—was produced to communicate the campaign to employees, to advertise the management's views and hopes, and to recall past awards won by employees who entered the conventional suggestions scheme.

The two-page bulletin strikes a happy mean between the seriousness with which the company regards its plan and the lighthearted journalese in which this same determination is reflected in neighbouring paragraphs. There is a supplementary competition, mentioned in the bulletin, asking for a name for a "little chap" who appeared on literature for a grand prize draw.

At first glance, the whole project could be dismissed as yet another attempt by a British management to foster the 'get rich quick' mentality. A closer study reveals a sincere and determined attempt by them to have employees share in the properity of the company by investing in its future development.

If any suggestion scheme is worth operating, it is certainly worth taking as much trouble with its publicity as Raleigh have done.

★

WHATEVER certain executives in the industry now feel about **Leyland Motors Ltd.,** they might find it difficult, presuming they tried, to muster any feeling of solidarity with Leyland workers.

As our picture shows, the workers are all right! After redevelopment, the company's first-aid centre was recently shown in all its new glory. Equipped to meet almost any emergency, it has a large treatment room with two rest rooms, two lamp rooms and a store on which all Leyland's scattered ambulance rooms draw.

During the year's re-building, the original treatment centre stayed open except for a short period towards the end. After all, injuries at work pay no heed to management's inconveniences. In fact, it often appears that if an accident is going to develop, it waits until the most difficult moment.

★

PREPARING for retirement is a topic that faces many personnel managers nowadays. Too often, they are obliged to think-out the older employee's future for him, and to offer effective solutions to the problems: what shall I do when I retire; and, what is it like?

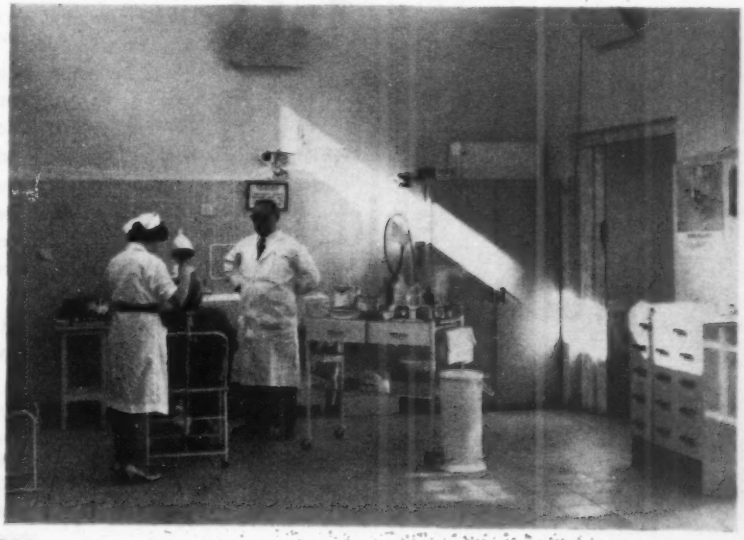
Already applauded for their leadership in welfare matters, **Cadbury Brothers Ltd.,** have turned up with an answer to this poser. In a recent edition of their house-journal, they ran a feature on retirement. It was not simply another socialogical treatise.

They started by asking existing pensioners for their comments on retirement. The response was not claimed as overwhelming, but it did suggest certain patterns.

Placed before employees in their late fifties or early sixties, the comments of professional pensioners must have more impact and certainty more real value than any other form of guidance. These are real situations experienced by real people who, having worked within the firm, have presumably had their attitudes moulded in much the same manner as those who have not yet reached the happy 60s.

Another advantage that ought to

The treatment room of Leyland Motors' new first-aid centre never closed during reconstruction



'GO GLOSTER' said the production man

Production was falling: output wasn't what it should have been. And it didn't take the Production Man long to find the cause of the trouble. Around tea break time the men began to slacken off—watching for a chance to be first in the tea trolley queue.

'I don't see what we can do about it, though,' said the Managing Director. 'The men must have their break.'

'Well,' said the Production Man, 'things would be a lot better if the men didn't have to scramble and queue for their tea and sandwiches.'

'It's all very well to talk,' grumbled the Managing Director. 'What do you suggest we do?'

'Go Gloster,' replied the Production Man. 'Put in Gloster automatic machines and the tea break is always there. No more queueing at the trolley. The men can get their break when they want it, and without fighting for it! You'll find that Gloster machines more than pay for themselves. Go Gloster, I say!'

GLOSTER — *BETTER LIVING AUTOMATICALLY*

The complete range of Gloster vending machines can be seen on Stands 37 & 38 at the Royal Dairy Show, Olympia, from the 24-27th October.

For full details of the range of Gloster machines please write to:
Gloster Equipment Ltd., Gloucester. Gloucester 67011. A MEMBER OF THE HAWKER SIDDELEY GROUP

come out of such a survey is that it gives the personnel department the added advantage of knowing in advance how best to prepare employees for retirement. This is not to forget that an article such as this one by Cadbury, in a house journal, opens the eyes of younger workers to some of the difficulties of those more advanced in years.

★

A ROOM with a view is not always a works canteen. Yet, at the windowless restaurant for employees of the **Boots Drug Company** in Station Street, Nottingham, this certainly is the case.

From a quarter-inch strip across a 2¼-in. square negative, they have produced a photo-mural which is 85-ft. long and 10-ft. tall. It forms the whole of one wall into a picture-window. The conceiver of this original idea, John Reid, explained the motive: "We wanted to give an all-the-year-round holiday atmosphere to the staff restaurant, and get away as far as possible from the works canteen feeling".

Our illustration shows how the idea has paid off in terms of design. There is no material available so far regarding the effect that this has had on people using the restaurant. However, the production of the mural from such an ordinary source suggests that it could be copied by other firms too.

And why restrict this to the restaurant? It has a place in any large area where windows have had to be omitted. Even where there are windows, the outlook is often so bleak, grimy or uninteresting that a similar mural could prove of tremendous benefit.

★

THE five-day week in retail shops is taking a long time in arriving. We all know of large stores who have found it easy to introduce, but there is not the same abundance of examples from smaller establishments.

That is why it is worth noting the butcher's shop in London who has taken to closing on Monday as well as during the week-end—Sundays. Apparently, this practice has not reduced the shop's sales. Nor has it prevented the management from offering relatively high wages for its employees.

It is understood that there was recently a vacancy with the company for a butcher, at £20 a week, plus an allowance of meat. This is also for a five-day week.

The arrangement, fully advertised by a window notice every Monday, has not gone unobserved by the trade unions. They are certainly on a healthy wicket, should they use just this single, small example as an indication of the possibilities of introducing the shorter working week in an area of business which has hitherto shown every sign of reluctance in giving effect to the trade union demand.

★

HOW can a management help its employees to develop their knowledge of a trade, profession or industry without appearing to brainwash them? The solution that **George Wimpey & Co.**, constructional leaders, have devised is to take a keen interest in the employees' newly-formed Engineering Society.

The aims of the organization are to encompass employees in Britain and overseas for the purposes of discussion, lectures, film shows and general dissemination of information. As the Society explains: "A society where an engineer can meet an architect and exchange views, where an instrumentation man can meet a draughtsman and discuss their problem".

Support can be measured by the fact that there were some 96 people at the inaugural meeting. Members will pay a five shilling subscription fee to cover expenses. The management will participate only when asked to do so. In giving lectures and leading discussions, they will share the platform with distinguished speakers from other areas of constructional and engineering work.

It would surely not be an insurmountable task for many more managements to encourage the formation of such groups. There is certainly more to recommend this form of interest development than other methods of bringing employees inside the finer workings of a company.

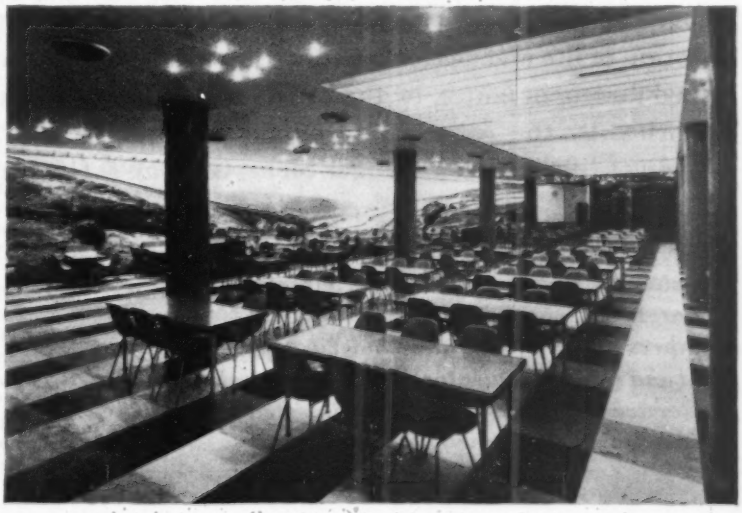
★

SAFETY—not on the road, nor at work, nor in the home. An important contribution to accident prevention in that interim period when a man is not in any of these three places, and yet when management may be worried about its responsibility has, recently been made by **Newton Chambers & Co. Ltd.**, Thorncliffe, Sheffield.

Whereas buses, bringing workers from outlying districts, previously used a small area of road that was quickly and easily blocked, they have now been provided with a special bus 'station', constructed on the 'lay-by' principle.

A secondary advantage that the management sees in its revised transport parking facility is that a safety hazard has been removed since drivers no longer need to reverse their vehicles into position.

Diners at the windowless staff restaurant of Boots Drug Company in Nottingham look "out" on Yorkshire's Birkdale Common



'GO GLOSTER' said the production man

Production was falling: output wasn't what it should have been. And it didn't take the Production Man long to find the cause of the trouble. Around tea break time the men began to slacken off—watching for a chance to be first in the tea trolley queue.

'I don't see what we can do about it, though,' said the Managing Director. 'The men must have their break.'

'Well,' said the Production Man, 'things would be a lot better if the men didn't have to scramble and queue for their tea and sandwiches.'

'It's all very well to talk,' grumbled the Managing Director. 'What do you suggest we do?'

'Go Gloster,' replied the Production Man. 'Put in Gloster automatic machines and the tea break is always there. No more queueing at the trolley. The men can get their break when they want it, and without fighting for it! You'll find that Gloster machines more than pay for themselves. Go Gloster, I say!'

GLOSTER — *BETTER LIVING AUTOMATICALLY*

The complete range of Gloster vending machines can be seen on Stands 37 & 38 at the Royal Dairy Show, Olympia, from the 24-27th October.

For full details of the range of Gloster machines please write to:
Gloster Equipment Ltd., Gloucester. Gloucester 67011. **A MEMBER OF THE HAWKER SIDDELEY GROUP**

come out of such a survey is that it gives the personnel department the added advantage of knowing in advance how best to prepare employees for retirement. This is not to forget that an article such as this one by Cadbury, in a house journal, opens the eyes of younger workers to some of the difficulties of those more advanced in years.

★

A ROOM with a view is not always a works canteen. Yet, at the windowless restaurant for employees of the **Boots Drug Company** in Station Street, Nottingham, this certainly is the case.

From a quarter-inch strip across a 2¼-in. square negative, they have produced a photo-mural which is 85-ft. long and 10-ft. tall. It forms the whole of one wall into a picture-window. The conceiver of this original idea, John Reid, explained the motive: "We wanted to give an all-the-year-round holiday atmosphere to the staff restaurant, and get away as far as possible from the works canteen feeling".

Our illustration shows how the idea has paid off in terms of design. There is no material available so far regarding the effect that this has had on people using the restaurant. However, the production of the mural from such an ordinary source suggests that it could be copied by other firms too.

And why restrict this to the restaurant? It has a place in any large area where windows have had to be omitted. Even where there are windows, the outlook is often so bleak, grimy or uninteresting that a similar mural could prove of tremendous benefit.

★

THE five-day week in retail shops is taking a long time in arriving. We all know of large stores who have found it easy to introduce, but there is not the same abundance of examples from smaller establishments.

That is why it is worth noting the butcher's shop in London who has taken to closing on Monday as well as during the week-end—Sundays. Apparently, this practice has not reduced the shop's sales. Nor has it prevented the management from offering relatively high wages for its employees.

It is understood that there was recently a vacancy with the company for a butcher, at £20 a week, plus an allowance of meat. This is also for a five-day week.

The arrangement, fully advertised by a window notice every Monday, has not gone unobserved by the trade unions. They are certainly on a healthy wicket, should they use just this single, small example as an indication of the possibilities of introducing the shorter working week in an area of business which has hitherto shown every sign of reluctance in giving effect to the trade union demand.

★

HOW can a management help its employees to develop their knowledge of a trade, profession or industry without appearing to brainwash them? The solution that **George Wimpey & Co.**, constructional leaders, have devised is to take a keen interest in the employees' newly-formed Engineering Society.

The aims of the organization are to encompass employees in Britain and overseas for the purposes of discussion, lectures, film shows and general dissemination of information. As the Society explains: "A society where an engineer can meet an architect and exchange views, where an instrumentation man can meet a draughtsman and discuss their problem".

Support can be measured by the fact that there were some 96 people at the inaugural meeting. Members will pay a five shilling subscription fee to cover expenses. The management will participate only when asked to do so. In giving lectures and leading discussions, they will share the platform with distinguished speakers from other areas of constructional and engineering work.

It would surely not be an insurmountable task for many more managements to encourage the formation of such groups. There is certainly more to recommend this form of interest development than other methods of bringing employees inside the finer workings of a company.

★

SAFETY—not on the road, nor at work, nor in the home. An important contribution to accident prevention in that interim period when a man is not in any of these three places, and yet when management may be worried about its responsibility has recently been made by **Newton Chambers & Co. Ltd.**, Thorncliffe, Sheffield.

Whereas buses, bringing workers from outlying districts, previously used a small area of road that was quickly and easily blocked, they have now been provided with a special bus 'station', constructed on the 'lay-by' principle.

A secondary advantage that the management sees in its revised transport parking facility is that a safety hazard has been removed since drivers no longer need to reverse their vehicles into position.

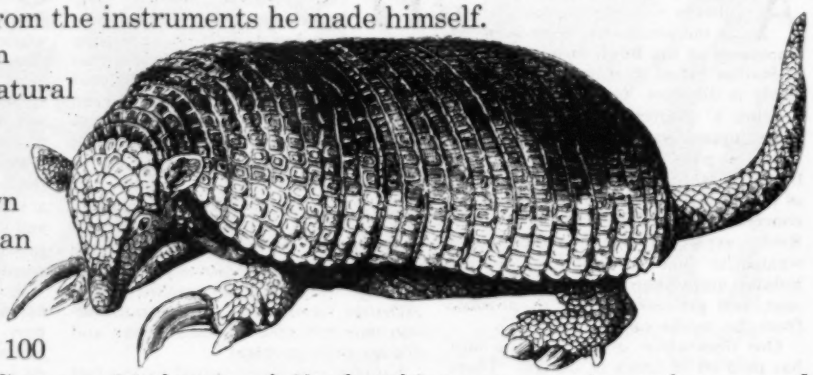
Diners at the windowless staff restaurant of Boots Drug Company in Nottingham look "out" on Yorkshire's Birkdale Common

ARMOUR AND THE MAN

With somewhat grim and forbidding humour Nature faces her creatures with mortal dangers and at the same time provides means to avoid them.

Armadillos and snails are armour plated. Birds can take to flight. Many animals, of course, take refuge in speed.

Man is poorly protected however. From the moment of his birth he faces deadly dangers. The forces of gravity and all forms of energy threaten him unceasingly. His elemental servants fire and air can destroy him. As soon as he goes out to work he faces death or injury from the instruments he made himself.



There is a vast study in protecting man from natural dangers, unpredictable hazards and the consequences of his own ingenuity. Siebe, Gorman have been dedicated to it since they first made diving suits over 100 years ago. With Siebe, Gorman this is a specialised and intense vocation to be pursued with fanatical application. Wherever there is an occupational risk there is Siebe, Gorman equipment to guard against it.

Advanced as the most vigorous research can make it, tested with the integrity which a question of life and death demands, Siebe, Gorman protective equipment is used by the armed forces, in mines, by the railways, by the steel industry, in the biggest chemical factories, by the Atomic Energy Commission, by fire brigades and municipalities. Wherever life may be in danger Siebe, Gorman & Co. is ready to guard it.

EVERYTHING FOR SAFETY EVERYWHERE

Aqualungs · Blasting and Other Helmets · Breathing Apparatus · Car and Aircaft Safety Harnesses Compressors · Diving and Underwater Equipment Dust and Fume Respirators · Gas and Smoke Masks Protective Clothing · Recompression Chambers Resuscitation Equipment

SIEBE GORMAN

Siebe, Gorman & Co. Ltd.
Neptune Works, Davis Road, Chessington,
Surrey. Telephone: Elmbridge 5900.
Branch Offices at:
Birmingham, Glasgow and Manchester.
A member of The Fairey Group of Companies.

Letters to the Editor

Sir,

I would like to challenge the premise on which Richard Bates based his September article—"Give yourself a break".

He quite rightly suggests that a G.P. is not the man to consult when a person is suffering from a specialized ailment. One would naturally seek the advice of a more elevated authority. However, the remainder of the article on contract catering does not develop the image as far as it can go.

I should say that the argument proceeds in a logical fashion, as follows. With a "damaged spine", most people would get better value from consulting a private specialist than from relying on facilities provided by the National Health Service.

Therefore, Mr. Bates's argument falls. The private or 'domestic' catering adviser knows more intimate details of the business for which he works than any outsider. He is better able to advise the company on individual matters; he has a close contact with the industrial customer.

I am not disputing the admirable work done by the contractors mentioned in your article, but I must insist that they are in no *better* position to provide an adequate and flexible catering service than the good-quality catering manager who administers his own restaurant.

ARTHUR BRINSOM,
Catering Manager.

Bramley Road,
Enfield,
Middlesex.

★ ★ ★

Sir,

Once we succeed in putting out of our minds the old bogey of redundancy—and it is easy to do that in view of the present scarcity of labour—we can appreciate, with Robert McKinnon, the advantages of electronic data-processing.

Foremost amongst these, he mentions increased work capacity and "an improvement in the information available to management. I should like to append to his eulogy an example of the way in which automatic processing in our own firm solved what was essentially a personnel problem.

We manufacture a wide range of products which have to be distributed to hospitals, wholesale suppliers and a myriad small chemists' shops all over the country. Each order has, of course, to be booked and invoiced.

Two years ago, we employed a large number of female clerks to carry out the mass of tedious work involved. My personal headache was how to recruit staff for totally unexciting work on the invoices, and, having recruited them and trained them to work, according to the speed demanded by the work-volume, how to keep them for any period longer than three months.

The main trouble was that all my applicants were too bright for the job. Scarcely a girl turned up who did not have less than five subjects in the GCE. They stuck the work for a month or so, starved from a lack of mental food until they could stand the frustration no longer, and then left.

I began to feel the same sort of frustration about my turnover figures as they felt about their jobs. A training programme designed to convert chimpanzees into invoice clerks became a regular theme in my nightmares.

Eventually, at the direct instigation of the personnel department, a small computer was installed to take over the invoicing job.

Results? Faster invoicing, a dramatic drop in turnover, and a much happier personnel manager. Some of the girls remained in the department after being trained to handle the new equipment. The remainder were re-deployed to more rewarding jobs elsewhere in the company.

L. R. CLANCY.

East Heath Road,
Hampstead, N.W.3.

★ ★ ★

Sir,

I like Owen Lloyd's note on the communication between Marks & Spencer's sales-force and the workers in their supplier factories.

What impressed me more than any other feature of this scheme, was the importance that is attached to alerting supervisors to the necessities of maintaining a high standard of inspection. Most distributive outlets, I feel, would do well to concentrate their attention on this facet of work-quality.

Too often the blame is laid on the shoulders of the extremities—sales-staff at one end and operatives at the other. The fault for poor standard goods rests with neither.

Quality, like charity, begins at home. The operator on all production lines is, of necessity, so preoccupied with time-standards that quality inspection has to become the supervisor's task. It must have been tremendously reassuring to the sales force to see their problems eliminated at the source.

Only by well-trained, disciplined and conscientious supervision can British industry hope to maintain the country's reputation for high quality goods.

S. K. MAYNE.

The Burrows,
Oldfield Road,
Stempford,
Lincs.

YOU WILL HEAR YOUR

PRODUCTIVITY CURVE RISING

Music by *Muzak* can make it happen

Up goes productivity, efficiency, staff morale and timekeeping. Down comes fatigue, tension, boredom, absenteeism. This is what happens when a factory links-up with Music by Muzak.

FIND OUT MORE ABOUT MUZAK

There's much more to Muzak than we can tell you here. Find out more about the special Industrial Muzak Programmes. Find out how you can have Muzak on trial Full details from the address below.

MUZAK a scientifically planned music programme designed to ease tension and fatigue and the many minor 'stress' illnesses that spring from them.

MUZAK music that soothes or stimulates according to the time of the working day. Music that masks fatiguing machinery noise. Music that never distracts, entertains or impairs concentration.

MUZAK *automatically* piped to your premises from a central studio... played through special hi-fi, low-volume speakers.

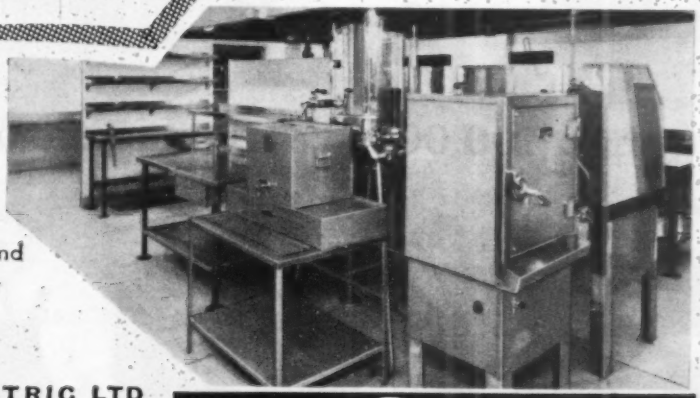
MUSIC BY *Muzak*

A TECHNIQUE OF GOOD MANAGEMENT

PLANNED MUSIC LIMITED · REGENT HOUSE 235 REGENT STREET LONDON W
and at BIRMINGHAM · MANCHESTER · BRISTOL

Another

KITCHEN INSTALLATION



Designed, equipped and installed for

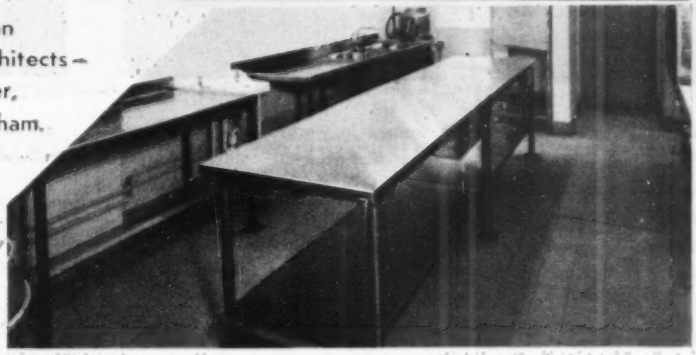
MK

MK ELECTRIC LTD

Edmonton, London, N.18

by Bartlett

In association with the Architects— Messrs. Fuller, Hall & Foulsham.



Write for fully illustrated and detailed literature covering our range of products

See us on Stand No. D7 at the International Factory Equipment Exhibition, Earls Court, London 13th-18th November, 1961

G. F. E. BARTLETT & SON LTD

MAIN WORKS: MAYLANDS AVENUE, HEMEL HEMPSTEAD. Telephone: BOXMOOR 4242 SB123
LONDON SHOWROOMS: BELL STREET, LONDON, N.W.1. Telephone: PADDINGTON 8222
BIRMINGHAM: 12 Whitmore Road. Tel.: Victoria 1615. MANCHESTER: 530 Stretford Road. Tel.: Trafford Park 0288

more than 100,000 wearers must be right . . .

More than 100,000 men and women in works, factory, and office today use the Sketchley personal overall service.

Individually measured overalls, white or coloured, are supplied on loan without capital expenditure. Clean overalls . . . repaired as necessary . . . including buttons . . . are delivered weekly. Overalls are replaced when worn out—all this for a modest weekly payment!

Please send for our free brochure, which tells you about the Sketchley service.

Awarded the Certificate of the Royal Institute of Public Health and Hygiene

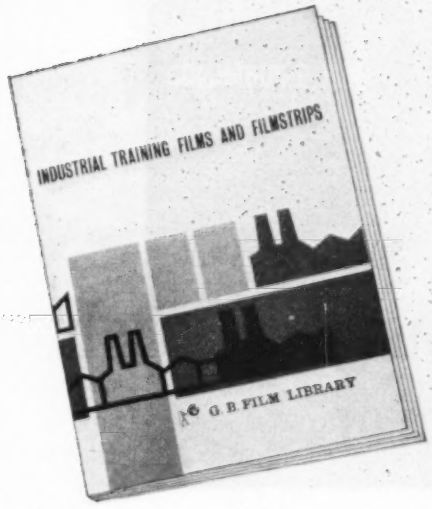
Sketchley OVERALL SERVICE

Visit Stand D.14

International Factory Equipment Exhibition

EARLS COURT—NOVEMBER 13-18

SKETCHLEY LIMITED, FOX GROVE, OLD BASFORD, NOTTINGHAM TEL. NOTTINGHAM 75161



THIS BOOK IS FOR INDUSTRIAL FILM USERS

This is the G.B. Film Library's new catalogue, prepared specially for Industrial film users. In it are complete details of all the salesman-training and other Industrial and Technical training films and filmstrips which they make available. If you use—or plan to use—films for Industrial training or as an informational service, this catalogue will prove an invaluable aid.

INDUSTRIAL TRAINING FILMS—Covering salesman-training, communications, management-training, work study etc.

TECHNICAL FILMS & FILMSTRIPS—Specially selected from the G.B. Film Library's Educational Library. For technical training of apprentices and industrial students.

SPONSORED INDUSTRIAL FILMS—Free-loan films on building construction, business methods, economics, manufacturing processes etc.

SOUND FILMSTRIPS—New material for the training of salesmen.

THERE IS ALSO INFORMATION ABOUT THESE FURTHER SERVICES

* 16mm entertainment films—the ideal welfare amenity. Catalogue listing over 1400 feature films and shorts—2/6 post free
* 16mm sound recording and technical services for the industrial film maker
* Sponsored film distribution
* Mobile projection facilities

Complete and post this coupon for a copy ▶

G.B. Film Library

(Props: Rank Precision Industries Ltd.)
1, Aintree Road, Perivale, Greenford, Middlesex.
(PERivale 6666)

To: **G.B. FILM LIBRARY,** 1, Aintree Road, Perivale, Greenford, Middlesex.

PLEASE SEND US A COPY OF YOUR LATEST INDUSTRIAL CATALOGUE

*We are particularly interested in*_____

*Name*_____

*Company*_____

*Address*_____

I'm a purely selfish benefactor

I mean I set about making a lot of people's lives much pleasanter from the most commercial of motives; increased production, higher efficiency, sheer gain, really.

Installed those automatic machines all over the works. Chap puts his money in; gets a cup of tea, milk, coffee, or a snack. Doesn't have to walk miles, queue, anything like that. Back at his job in no time at all. Men like it, look on me as benefactor. So do shareholders. Remarkable. Everyone pleased. Americans call it servicing the operative. Inhuman phrase; but sound sense: sound human sense. We're installing the same machines in the offices now... Nice looking jobs, hold a lot. No trouble to us: operating company keeps them filled. Installed them in fact: we just supply the floor space. Or you can buy them outright if you prefer to. From whom? wait a minute: ah, yes...

SANKEY

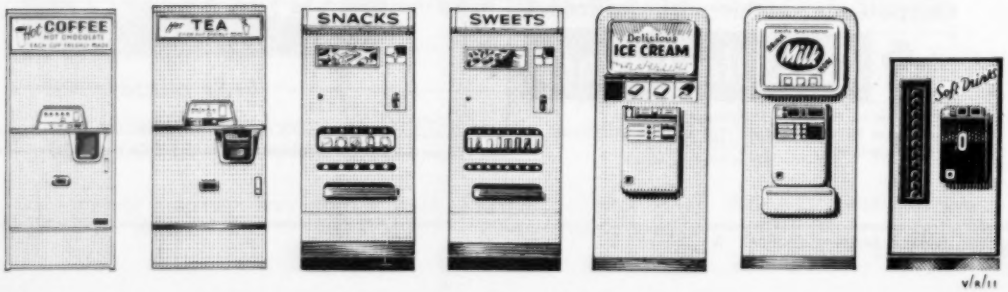
Vendo

JOSEPH SANKEY & SONS LTD.,
VENDO DIVISION,
Head Office Sales: GKN House,
22 Kingsway, London, W.C.2.
Tel: Chancery 1616.

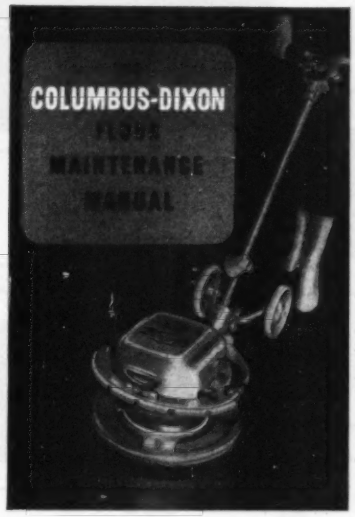
MIDLANDS OFFICE: Hadley Castle Works,
Wellington, Shropshire.
Tel: Wellington 4321.

MANCHESTER OFFICE: 38 Quay St.,
Manchester 3. Tel: Blackfriars 0718/9.

SCOTTISH OFFICE: 19 North Claremont St.,
Glasgow, C.3. Tel: Douglas 8645.



v/a/11



FLOORS ARE OUR BUSINESS AND YOURS

A complete Technical Advisory Service as well as essential literature written by specialists is available free to everybody with a floor-maintenance problem.

Practically every problem connected with floor maintenance is answered in the literature published by Columbus-Dixon. If you have one that is not, then our free Technical Advisory Service is at your disposal, and will examine and report on the matter to you.

There is a Dixon machine or attachment to handle any and every job, with any known flooring material.

Get your Secretary to mail the coupon—while you think of it.

COLUMBUS-DIXON

Columbus-Dixon Ltd.
Wembley, Middlesex.

Please send me literature as advertised.

Name.....

Address.....

.....

PM

.....

Wembley, Middlesex.
Phone: Wembley 6001.
London • Manchester • Glasgow • Birmingham.

putting

fashion

to work

Style 3481 100% 4 ounce

BRI-NYLON

TAFFETA OVERALL

Long Sleeves, button front, rever collar, three pockets, buckled stiffened belt. Wine, Reseda, Rifle Green, Black, Pink, Sky, Turquoise, Navy, White, Grey, Lemon, Lilac.

SIZES : SW, W, WX, OS, XOS.

DINKUM OVERALLS are made to fit their wearers beautifully but comfortably—allowing most essential freedom of movement.

BRI-NYLON is the registered Trade Mark of British Nylon Spinners Ltd.

Dinkum *efficient overalls*

ANGUS JOWETT AND CO. LTD.

SKELTON INDUSTRIAL ESTATE, SALTBURN BY THE SEA, YORKS.

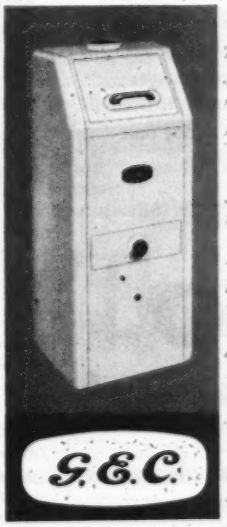
Telephone : Skelton 451/2 ***Established 1911***

It's a fine building

. . . are the LADIES a credit to it?

When you have to put up a sign reading "Out of Order" on the Ladies toilet, the odds are the toilet's out of date. So many toilets in otherwise ultra-modern buildings still make do with 19th century disposal bins for sanitary towels! So many suffer from clogged pipes and choked drains! Showing the clean, modern way to dispose of sanitary waste is the completely automatic SANFIRE AUTOMINOR. It works at the lift of a handle. And it's built for long life with a corrosion-resistant solid rod element, operating at low voltage. Ask for a demonstration of this good-looking slim-line model, so easy to mount to wall or alcove, so easy to connect to common flues

Sanfire Autominor £33



Modern toilets need SANFIRE AUTOMINOR the completely automatic sanitary incinerator with the long-life element.

The Sanfire Autominor takes care of a toilet with up to 50 users. For a toilet with up to 150 users, ask for the SANFIRE MAJOR.

For more information write to:
THE GENERAL ELECTRIC CO LTD
LIGHTING & HEATING GROUP
Magnet House Kingsway London WC2

DOES THIS MAN WORK FOR YOU?

Perhaps you are in authority over men with 'dirty' jobs — whose grimy hands don't respond to mere soap and water. They will appreciate your wisdom in specifying WIMZO non-abrasive antiseptic jellied cleanser for the quick removal of paint, grease, tar, wax, rubber compounds, dyes and *all* ingrained dirt from hands. WIMZO is saving time and money everywhere.

Used by the Coal, Gas and Electricity Boards, The Admiralty, Richard Thomas and Baldwin, etc.

Wimzo

cleans hands *in a jiffy!*

* *Awarded the Certificate of the Royal Institute of Public Health & Hygiene*

IN BULK OR IN HANDY TUBES

For

BULK PRICES

and

FREE SAMPLES write to: **WIMSOL LTD. KEIGHLEY, YORKSHIRE**

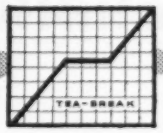
...so do STEEL STYLE Tables and chairs

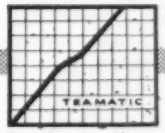
Modern design, colourful finishes in first class enamel, gay hard wearing table tops and chair coverings—these are the things that make Steel Style tables and chairs the best looking furniture in canteens throughout Britain. But good looks are not everything and Steel Style chairs are superbly comfortable, the tables and chairs are very strong (made from finest tubular steel), and they are easy to handle, quickly stacked, and easy to clean. Steel Style canteen tables and chairs are also competitively priced. Why not phone or write one of the addresses below for full information.

NEW EQUIPMENT LTD

CROXDALE, COUNTY DURHAM. Spennymoor 2246/7
LONDON: GRAND BUILDINGS, W.C.2. WHI 2428
GLASGOW: 395 SAUCHIEHALL ST. Douglas 4479

Does your tea-break run as smoothly as the rest of your organisation?





THE RANK TEAMATIC makes the best-tasting tea of all the automatic tea machines because it brews each cup *fresh from the leaf*. In fact the quality of the tea is just what you'd expect from the quality of Rank Precision engineering . . . thoroughly reliable! With TEAMATIC on the job, out goes the chaotic boil-brew-and-serve routine . . . along with its tea trolleys, its queues and complaints. In comes a quick, hygienic, economical tea service . . . on duty 24 hours a day. Staff works better. Production stays steadier. Everybody's happier!

Isn't it time *you too* investigated the RANK TEAMATIC for your organisation?

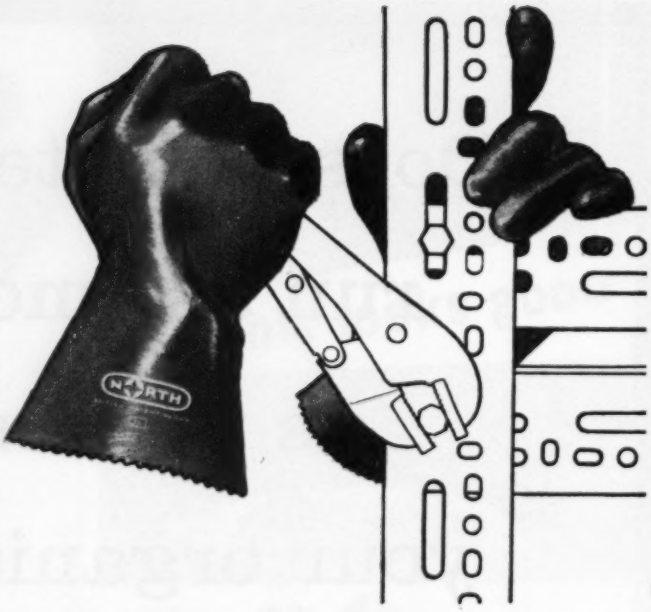
THE RANK **Teamatic**

THE TEST IS IN THE TASTING . . .
AT THE INTERNATIONAL
FACTORY EQUIPMENT
EXHIBITION, STAND No. **C8**
EARLS COURT, NOV. 13-18

EACH CUP FRESHLY MADE FROM THE LEAF

Write for further information to MACHINE ECONOMY LTD, Dept. P.M.A.
Cumberland Avenue, Park Royal, London, N.W.10 Tel. ELGar 1161 *A Company within the Rank Precision Industries Group*

Stop nuisance hand injuries



You can easily stop time-wasting minor cuts and abrasions, splinters and blisters costing your firm hard cash every hour of the working day.

The remedy is in *your* hands—and should be on your employees' hands—NORTH PVC GLOVES. Light, flexible, tough (yet comfortable), they solve the problem of handling hazards. They are exceptionally resistant to acids, oils and grease. They outwear traditional gloves—so giving a bonus in time and money saved on unnecessary issues.

Write today for fully descriptive leaflets telling all about NORTH PVC GLOVES—also PVC Garments, Headgear, Goggles, etc.

NORTHIDE LTD

Dept. P.M., P.O. Box No. 5, Hyde, Cheshire, also London, Birmingham, Glasgow

NORTH

considered judgment

Summing up, the case for preventing foot accidents is a major responsibility for all safety minded people. The Verdit in favour of top quality - reliable footwear is undeniable and impels us to direct your attention to our extensive range of styles, designed to cater for most industrial occupations.

SAFETY FOOTWEAR

TOSAVA'S

only obtainable from:

BRIGGS INDUSTRIAL FOOTWEAR LTD.,
17-23 Dover Street, Leicester. ***Telephone:*** **Leicester 26471**

the people who work for you

At some time or another you will certainly want to know about :—

Date of joining, age, history, etc.
Promotions and pay.
Sickness and absence.
Time-keeping.
Aptitudes.
Training and qualifications, etc.

Start right—and keep straight for all the years ahead. Complete and return the coupon.

To Kalamazoo Ltd., Northfield, Birmingham 31.

Please let me have your ideas on Personnel Records :

ENQUIRER'S NAME .....

FIRM .....

ADDRESS .....

P.M. 1061

Kalamazoo Ltd.

NORTHFIELD BIRMINGHAM

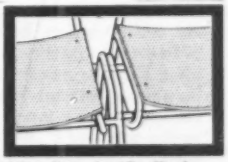
UNIQUE SELF-LINKING

Remploy·Stafford

STACKING CHAIRS

Reg. Design Nos. 893239, 893941. Patents Pending.

The greatest advance in chair design since stacking — and so practical



How Remploy/Stafford stacking chairs link together . . . stack better too.

Ideal when temporary, group-seating-systems are required and storage space is limited. These new, revolutionary Remploy/Stafford chairs link together *automatically* and rigidly. No clips or accessories are required. And they stack better too—as high as you can go.

MS9/18 Remploy/Stafford standard model. Strong tubular steel frame. Preformed, multi-ply backrest and seat. Dimensions: Height 29½", Depth 18", Seat height 17¼", Overall width 20½", allowing a comfortable, linked-together space of 19" per person. Also available in a special Junior size which links at 16" per child.

MS14/18 Remploy/Stafford de luxe, self-linking model. Upholstered in foam rubber. Covered in washable plastic, embossed in a distinctive black and white design.

2 MORE REMPLOY STACKING CHAIRS

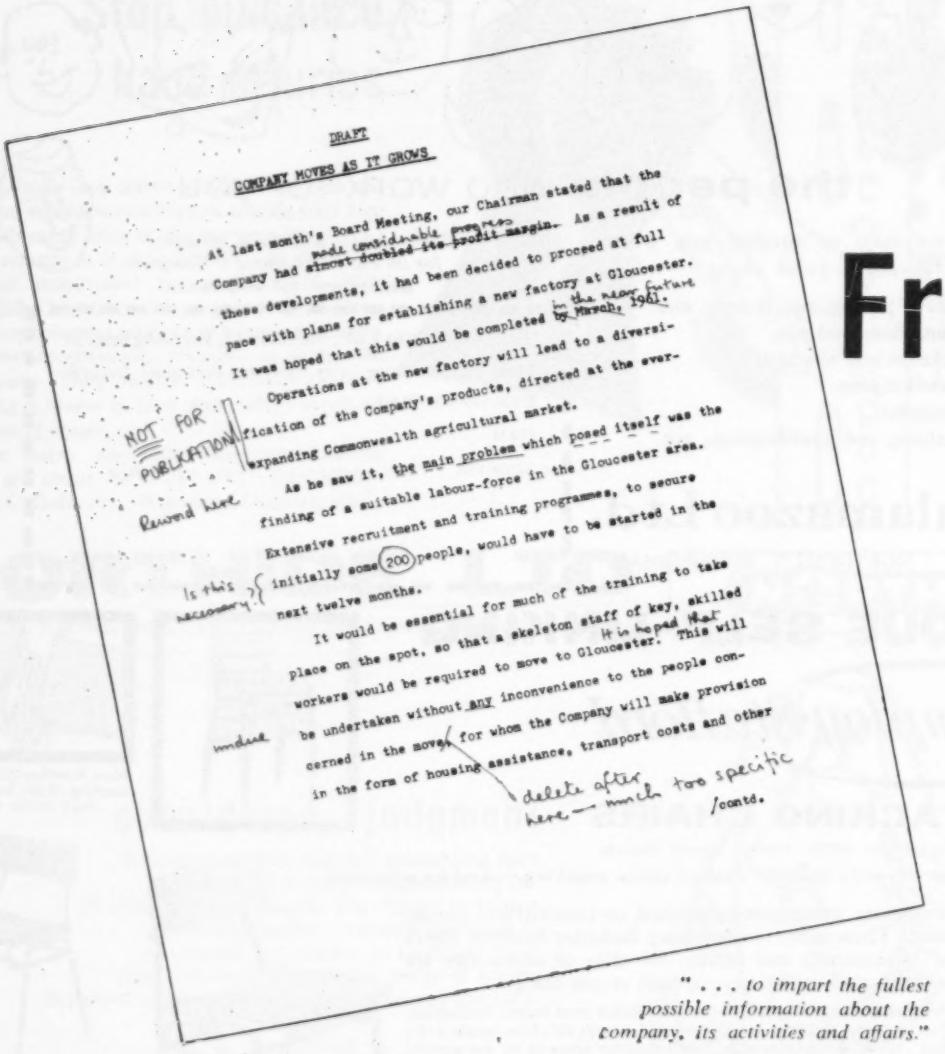
— always in great demand

MS4 Sturdy, lightweight, continuous tubular steel frame with polished canvas backrest and seat. In red, blue or green. Seat height 18".

MS5 Similar frame to MS4 but with beech plywood seat and back.

Write for the free brochure illustrating the complete REMPLOY/STAFFORD range of Tubular Furniture to:—
REMPLOY LIMITED, School Furniture Sales Division, 415 Edgware Road, London, N.W.2. Tel: GLAdstone 8020
London Showroom: 22 Bruton Street, W.1. Tel: Mayfair 4881/2.

Free



DRAFT

COMPANY MOVES AS IT GROWS

At last month's Board Meeting, our Chairman stated that the Company had almost doubled its profit margin. As a result of these developments, it had been decided to proceed at full pace with plans for establishing a new factory at Gloucester. It was hoped that this would be completed by March, 1961.

Operations at the new factory will lead to a diversification of the Company's products, directed at the ever-expanding Commonwealth agricultural market.

As he saw it, the main problem which posed itself was the finding of a suitable labour-force in the Gloucester area. Extensive recruitment and training programmes, to secure initially some 200 people, would have to be started in the next twelve months.

It would be essential for much of the training to take place on the spot, so that a skeleton staff of key, skilled workers would be required to move to Gloucester. This will be undertaken without any inconvenience to the people concerned in the move, for whom the Company will make provision in the form of housing assistance, transport costs and other

/contd.

NOT FOR PUBLICATION

Reword here

Is this necessary??

underline

delete after here — much too specific

" . . . to impart the fullest possible information about the company, its activities and affairs."

Independence is the operative term, when you attempt to assess the status of a house-journal editor

Press in Industry?

by A. Maddison

ALTHOUGH most industrial companies now recognize the need for internal communications, indicated by the increasing number of house organs now appearing, criticism of the editorial contents of employee periodicals has been both widespread and forcible.

The fact that so many periodicals in industry contain little real company information and, relatively, too much social gossip and sports news, does raise the whole question of the status of the industrial editor; how close he is to top management and the board of directors; his relationships with those charged with the responsibility for shaping and executing major policy.

In some companies, it is obvious that a house magazine has been introduced without any clear or specific terms of reference being given to the editor. Too often he is left to his own devices. Much, of course, depends on the type of man or woman appointed: on his powers of judgment, imagination, initiative, his degree of sociability, quite aside from technical skills.

But even when in possession of all the relevant qualities that go to make the good editor, a periodical can still fail in its purpose, if the editor is restricted in his movements and is not officially and visibly encouraged by the Board and the top executives.

The prevailing unsatisfactory position can only be explained by history. In some older family companies, so little appreciation was shown of the specialist skills required by an editor, that the task was often imposed upon a man in the office who was said to have spare time. Or it was given to a retired official, or to the person interested in employee sports or welfare. In others, the duty was added to that of an overworked personnel or public relations officer, acting in those days as a general factotum.

Today, with greater recognition of the special flair and training required for industrial editing, a number of house magazine editors have been recruited from newspaper journalism, from Fleet Street itself, and from among University graduates. In other instances, the magazine or newspaper is placed in the hands of an outside agency.

Status Quo?

The technical improvement, over the last few years, has been remarkable. Yet the secret of success in terms of content has not been found in so many industrial periodicals, precisely because the central problem of the status of the editor within the company, has not been resolved.

Conditions vary from one company to another, some firms are small, others based on scattered units, some are international in character. Some companies have personnel officers and P.R.O.'s; some have one and not the other. Other companies are still without either of them.

Nevertheless, it is possible, in the light of experience, to postulate some general conclusions. This comes well before deciding what ought to be, accepting what should not be, and what ought not to happen or take place.

There was the case of the editor who, holding no clarified status within his company, was made directly responsible to an editorial committee. Such a body might well be useful for the passing on of tips and ideas about what to include in future issues but, when the editor had to submit all his copy—and prints—to this committee, prior to going to the printers, then his already uncertain status became undermined. His function was rendered almost untenable.

Not dissimilar, was the experience of the editor who had to take all his prepared material, in the form of page or galley proofs to, not a top official, but a lower executive in the company. All too frequently, to show that he knew he was doing his job the executive would say: "Oh, I don't think it prudent to use this article on that department at this stage; it would be most inopportune".

It was not so much that this frustrated editor would then have to work late garnering such bits of information as he could to take the place of the feature deleted, but that, over a period of time, his whole initiative was sapped. He prepared each month only that which he thought the official would consider 'safe'. Consequently, such a magazine became harmless—lacking real substance and totally ineffective.

It is not realized by those who have had no experience in editing and

journalism that, even from a purely technical point of view, an editor requires freedom of action. A block, taken out, cannot be replaced by another in five minutes. It means another picture to be taken, and the resulting print taken to the engraving department, or to an outside engraving company. This can delay an issue for several days. And it is a cardinal rule that if a periodical is to be respected, then it must appear on the same day each month, or each week, according to its frequency.

Another firm rule is that a periodical must contain up-to-date and late information or news. In the case of the monthly—and a high proportion of works magazines are monthly—this is more difficult than for the weekly.

Much of the material will be collected and written as the month proceeds, but there will always be the last minute item that must be used—the appointment of manager for the new branch being opened, the announcement of a new contract by the company. No matter how much personal inconvenience this may cause the editor, it should be used in the issue about to be printed, and not left over until the following issue, by which time it will have become stale news. The news will have been passed round verbally, and this fact will lower the respect in which the magazine is held, by virtue of not being contained in the current issue.

Wholly Responsible

With every issue, an editor has to exercise his powers of judgment, bring in this item and delete that, reduce this feature slightly so as to include a new story. In the final analysis editing a magazine or newspaper is a personal responsibility, and an editor must be judged on the value of his work over the long period, as is that of a manager or executive, and not instructed what to do in detail.

The issue of a statement from the central office, for example, may be written in a style most unsuitable for publication as it stands. A manager might like it to appear in that exact form. The immediate inclination of a trained journalist, however, will be to strike out all the stilted phrases, the repetitious paragraphs, the clichés. By the use of an eye-catching headline, appropriate by-lines, and the bringing out of significant points in doric type, he can produce a feature that not only will every employee read, but will enjoy reading because it is made easy and clear to him.

A director, or a manager, is no more competent to tell an editor how to treat a particular feature, than he is to comment on the methods of analysis of the research chemist. By training, by instinct, by dint of sheer experience, any editor worth his salt should have a conception of the mental reaction of his readers.

No Obstructions

It can be said at the outset, then, that the more people and channels an editor has to 'get by' before publication of his periodical, the lower will be its quality. Conversely, the greater the freedom of action of the editor, assuming he is competent, the more successful it will be.

The vexed question of the precise status of the editor still remains to be solved. In some companies, the house magazine became an offshoot of the public relations department because, quite inevitably, it was in such a department that could be found people with the knowledge of printing processes and experience in writing.

This has had its disadvantages. In so many companies, public relations imply contact with the outside world, with advertising and sales, and the employee magazine has tended to be relegated to a secondary role. In distributive and service companies, though, where employees are in direct contact with the public, there has been a realization that the employee himself is a public relations officer and, therefore, the works magazine has been viewed as a vehicle of real information.

But, in the manufacturing industry—and this is where the problem of internal communications lies—it is clear that the natural link with industrial journalism is the personnel department.

This is not to say that an over-worked personel manager himself should edit or be responsible for producing the works newspaper, but rather that an industrial editor, should either be an adjunct of the personnel department, or he should work alongside the personnel manager, on a basis of equality, holding, of course, friendly relations with the public relations department.

The advantages of this would be enormous. In the first place, the personnel department possesses the knowledge of the whole staff, of new intakes, of training schemes, changes in company policy, staff records. The department has contacts with the trade unions, and there is an understanding (or should be) of the whole mental climate at any given time, of the company and its staff.

If, on the other hand, we object to an editor submitting his copy to other people in the company, this is not the same thing as a wise editor, on a tricky feature, dealing with company policy, showing it to the personnel officer before including it with the material for the next issue. Mutual help of the kind would create confidence and possibly avoid later trouble by the spotting of factual errors, or a wrong emphasis given to a particular point in the article. Once the fact was established that the editor knew when and when not to consult, then interference would grow less and less.

Essential Contacts

Broad terms of reference might well be given to an editor whatever the nature of his company. With a status of independence, enjoying close contact with the managing director or general manager, and through him to the Board of Directors on major policy statements, and with complete freedom, and known to have such freedom throughout the whole company, to contact any departmental head direct, four points could be given emphasis in the fundamental purpose of the periodical.

(a) to create good and friendly relations between management and employees.

(b) to impart the fullest possible information about the company, its activities and affairs.

(c) to inculcate a spirit of fellowship or *esprit de corps* among employees.

(d) to bridge the gap between the employee's job and his home and family.

There are, naturally, other terms of reference, but if these basic ones were declared the rest would fall into their rightful place.

Experience does show that these periodicals produce the best results where the editor works on an equal and co-operative basis with the personnel manager, the public relations officer and the chief executive officer, and has direct access to the Board.

The word 'independence' is the operative term when attempting to assess the status of an industrial editor. Without it, an editor cannot comprehensively fulfil his terms of reference.

by Technicuss

Keep the Accountants Happy

THE boss was not in a bad mood—not really. His tone was plaintive rather than 'sarcy': "I sent for you yesterday only to learn from your secretary that you were attending a committee meeting on management development. Now, I think this is right and proper, old chap, but are you really going to learn anything useful there? You know, for the company, I mean".

I had a lot of smart answers about keeping my professional knowledge up-to-date; contributing our share of know-how to the common pool for the benefit of others; establishing contact with professional colleagues who might help us in other contexts; etc., etc. But my tongue clove to the roof of my mouth, because the truth of the matter was that I wasn't likely to learn a blessed thing at this particular committee. Nobody wanted to know about our company anyway; and I couldn't for the life of me envisage my fellow committee-members being the remotest use to me now or ever. The outlook was bleak.

"As a matter of fact", I began, "I had high hopes that this would turn out useful; so I accepted an invitation to go along. It is a washout. I'm trying to get things wound up soon, but I don't want to 'do the dirty' and leave them in the lurch". As I said, the boss wasn't really narked. "Trim off some of the outside activities if you can then. We do need you here, you know".

We parted on evens, but I returned to my cell for a deep think. Just how many demands are there on the time of an effective personnel manager which do not come under the heading of what the shareholders think they pay for?

I scribbled out a rough list:

Institute of Personnel Management.
B.A.C.I.E.
Development Panel at local Technical College.
Advisory work with schools.
Industrial Welfare Society.
Institute of Industrial Supervisors.
Committee work with Ministry of Labour.
B.I.M. committees.
Local Chamber of Commerce and Round Table.
Friends of Hospital Committee.
Night school lectures (occasional).

As the list developed, I began to feel that, though night and day can be easily distinguished, there are periods of half light at each end. It wasn't always clear to me whether some of the things I was doing were simply because I liked to do them, or whether they really contributed to the daily task in a way that would receive wholehearted support from my company. Is there a difference between my job, which I'm paid for, and my career which involves leisure-time activity as well?

Would I be right to argue that any activity which made me a fuller and better man would enhance my value to the company?

If I join my professional institutes, at my own expense, am I justified in accepting office which make demands on what could be loosely regarded as the company's time?

Are my appearances on committees and panels linked to the company's name sufficient reason for me to claim that this is useful public relations function and therefore justified?

How sincere are we, as a company, when we declare publicly that we are interested in passing on our know-how to others, when we lose interest as soon as we stop picking up useful information from our contacts?

Just how much of our extra-mural activity is concerned with establishing a publicly known status, so that, if we want to part from present employers, we know a few useful people?

The telephone interrupted further meditation. It was the boss. "Do you know any of the engineering employers in the Midlands well enough to ask them about merit-rating schemes for fitters"? he asked. (We're a non-engineering firm). "This report from you and the technical director looks all right, but it might be 'agin' local practice".

"I'll scratch around, Sir, and see what I can find".

What on earth was the name of that chap I met at Harrogate? No, it was Ashridge—or was it? After a bit of sculling around, I dug up a useful chap who looked after a small engineering company in Birmingham. He was known to a chap I met, two or three evenings back, on a Brains Trust at the local branch of the Institute of Industrial Supervisors. They had invited me to speak to them, because one of our chaps had been talking to the secretary and had told him that I once wrote an article on "Communications", which had been published in a booklet he picked up at a three-day course for foremen, about three years ago in the Industrial Welfare Society.

I rang up the boss. "A chap I know in Birmingham is going to send me a copy of a scheme they've been using for years. He says it's not too bad though it doesn't solve everything".—"Well done. Let's plough through it when it comes". I replaced the receiver with my tail definitely on the wag to resume the big think.

I reached for an uncompleted expenses sheet which had been enjoying a couple of days' indecision in my pending tray. I signed with a flourish and a clean conscience. "To fares and taxis attending a meeting of the Institute of Industrial Supervisors, £1 5s.

by Howard Griffiths

Brooke Bond's

Employees' ambitions are taking a new direction, this company helps them on their way by rewarding thrift with a bonus.

"MOST of my apprentices seem to be Young Conservatives", mused a training officer friend of mine. This is not really a very surprising development. What the apprentices are after is the brand-image of the tennis and the golf club, smart bars, fast cars and pretty girls. More importantly, they are looking for a guarantee that nobody is going to identify them as 'Working Class'. The only young people who still feel much allegiance to that idea are a few university scholarship-boys, bent, like bards at an Eisteddfod, on resuscitating a dead culture.

Like their elder brothers and, perhaps, their fathers, the apprentices now have aspirations towards capitalism. Status is determined by the possession of capital goods—the car, the house and the tape-recorder. Their aim is to become men of property.

None of these attitudes, my friend reflected sadly, seemed to have bred a more sympathetic view of the role of capital in business. When it came to an argument about wages or salaries, his Young Conservatives were just as ready as their forefathers to talk in bitter terms about company profits and dividends. The difference between the generations was pointed out by the oldest shop-steward in his firm. "In the old days", he said, "we objected to the system and we argued from conviction. Now they approve of the system but still argue from memory!"

In such a social climate the introduction of an employee shareholding scheme is unlikely to provoke the same reaction as the pioneering schemes of 50 years ago. It accords more readily with the employee's view of himself and his goals. There is nothing wrong in being a capitalist any more.

The reasons for introducing a scheme are the same as they were in 1910 with the added point that they are far more relevant to modern conditions.

It is fair that an employee should participate to some extent in the benefits accruing from an expansion of the business, or from a higher rate of productivity, all developments which his own activities have helped to bring about. Also, identification with the company, pride in its growth, are likely to come much more easily to him if he is financially interested.

Secondly, shareholding can be a practical education in finance. Employees are inspired to appreciate how the Board Room works and what the company's financial operations really entail. Some items, neglected in the past, such as government taxation and even, perhaps, the size of the wages-bill may provoke his unwonted concern. Factory-floor myths about profits and dividends soon become threadbare if a handful of well distributed employees are capable of spreading the truth.

Lastly, an employee shareholding scheme provides an additional channel for saving, one which, although it has compensating dangers, rides the waves of inflation rather more easily than any other kind. On the subject of saving, the Government blue book, *National Income and Expenditure 1961*, is instructive. £1,494 millions was saved last year, representing 8 per cent of income after tax and National Insurance, as contrasted with only 1 per cent in 1950. It should not require a carrot to lead some of this money into share buying. In 1961 employees can afford to become shareholders.

Primarily to cater for the saving urge, the financial directors of Brooke Bond & Company launched a share purchase scheme for employees in September, 1959. They envisaged it also as a way of encouraging employees to see the activities of the company in the round and of establishing a connexion between the individual's aims in his work and the aims of the organization as a whole. Mr. John Brooke, the Chairman, comments in a warning to participants on the risks involved in shareholding, "One way of making certain you do not lose your money is to make sure that you personally are doing everything possible in your job to keep your company on the top line of efficiency!"

Keynote Simplicity

The directors reviewed several schemes before finally evolving their own. The main consideration was that it should be simple to understand and simple to administer.

On these grounds they rejected the idea of a bonus gift of shares. It posed too many taxation difficulties and distribution of shares among the employees of the parent company would involve complex administrative work. It was felt besides that employees would appreciate their position and responsibility as shareholders much more fully if they had to save and pay for the shares themselves.

The scheme which Brooke Bond ultimately selected has simple lines.

All U.K. employees of the company, excepting directors, may apply for

Capital Scheme

shares through the scheme, provided they are over 21 and have completed a year's service in the Group.

Application is made to the three trustees of the scheme, who then purchase a fixed number of shares on the London Stock Exchange at the current market price. Purchase is by means of a special loan made by the company for the purpose. Total cost of the shares, including buying expenses, is repaid to the trustees over a period of about two years by means of regular contributions from wages or salary. Blocks of 100, 150 or a maximum of 200 shares may be bought at one time on behalf of an employee. The amount and rate of weekly repayments is fixed for administrative convenience.

Once the first weekly payment has been made the trustees pay over to the investor all dividends on the shares for which he is paying. If an employee leaves before completing his contributions, the trustees sell the shares on his behalf and pay him the net proceeds of the sale less the amount of his unpaid contributions.

Incentive to join the scheme comes from the fact that once the shares have been paid for, the company undertakes to make a gift equalling one-fifth of the number of shares purchased. So, for 100 shares purchased, the employee gets 120; for 200 purchased, he receives 240. He is liable to income tax on the market cost of the shares given by the company, in the same way as he would be on a cash bonus.

Employees in the scheme acquire the full rights and responsibilities of ordinary shareholders. In the case of any issue of shares by capitalisation of reserves, the trustees allocate new shares in proportion to the number of shares for which members originally subscribed.

Until all instalments are paid, the shares are, of course, registered in the names of the trustees. Thereafter the employee is entitled to vote at company meetings in his own right. The shares issued are 'B' shares, every 24 of which carry entitlement to one vote.

Final points in the scheme are that the purchasing loan is free of interest and that all administrative expenses involved in the running of the plan are met by the company.

The way in which Brooke Bond presented the idea to its employees seems to bear out the point that employee shareholding is not now a particularly exotic sort of fringe benefit. It is providing workers with something which they really want—investment, social standing, and a closer link between personal work and company fortunes.

No Persuading

The booklet which outlines the details of the plan makes no attempt to 'sell' employees on shareholding. Instead, the greatest possible stress is laid on the risks entailed and employees are urged to study the scheme very carefully indeed before they decide whether to invest or not. They are told that if company fortunes decline it is possible to have no dividend at all and to find that the market value of the shares has fallen below their original cost. Also emphasized is the fact that share-buying constitutes a long-term investment. If employees are likely to want ready cash in the near future, they had far better put their money into a savings account.

At the same time some of the financial facts of life are made clear to potential investors. Dividends, they learn, should not be equated with profits. A large part of the latter must vanish in taxation and a smaller part be retained for replacements of machinery and vehicles and for general expansion. All this is ultimately to the benefit of the shareholder himself.

To date close on 400 employees have applied to become shareholders. This number is equivalent to almost 20 per cent of all eligible employees. Having anticipated a membership more in the region of 100 persons, the company is surprised and delighted by the response.

Most of the subscribers joined within the first six months after the introduction of the scheme and most elected to purchase a block of 200 shares.

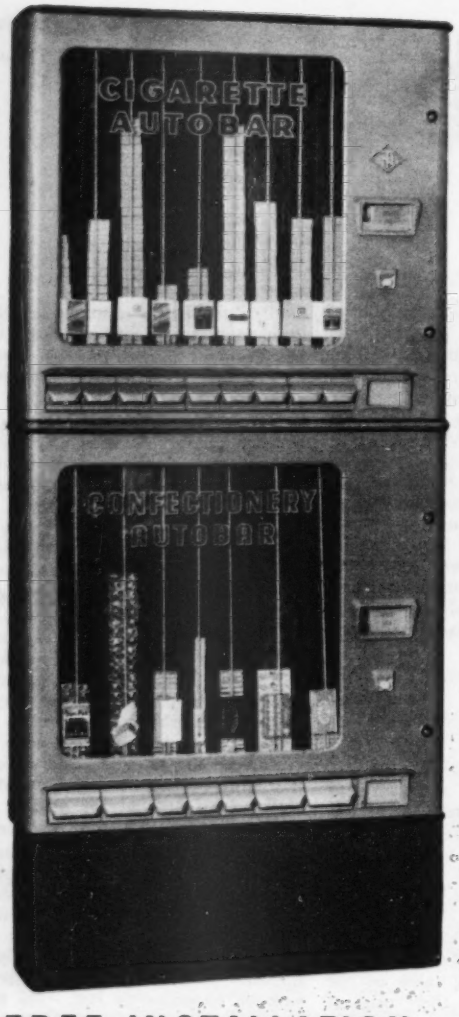
Not only has the response been numerically good but it has also been well distributed. People throughout the firm at all levels have been attracted to the scheme.

It seems that if a company does encourage shareholding among its employees it is not only the managerial and professional categories of staff who are likely to participate. In fact, the largest numerical group who have seized the opportunity at Brooke Bond have been the salesmen, the drivers of the 'little red vans'. Factory girls and clerks have applied for shares along with their supervisors and managers.

What is the strongest feature of Brooke Bond's particular scheme? Essentially, I suppose, it is its realism. By having to save the price of his shares, the employee learns that thrift is necessary before capital can be acquired. Dividends are not obtained without exposure to risk. He begins to take into consideration the liabilities of the company as well as its assets.

Reluctance to face up to the economic plight of the country at the present time stems largely from a suspicion that one side will be getting the better of the other in any sacrifices which have to be made.

"We can't believe that the company is unable to afford a substantial increase. We still demand it". Statements like this would be much rarer if workers were encouraged to become familiar with the hard facts of a company's financial existence. They still might withhold their approval of the system but, at least, they would cease to regard it as a *bête* which was utterly *noir*.



The NEW A

HOT BEVER

This Autobar '650'

SIXTEEN COLUMN

Streamlined - precision built vendor can be installed FREE. It carries both cigarettes and confectionery items and provides quick, trouble-free sales —at the drop of a coin.

- ILLUMINATED
- FULLY GUARANTEED
- LARGE CAPACITY
- NO DEPOSIT REQUIRED

day and night service

This elegant, yet sturdy machine embraces such unique improvements as coin selector and ejection mechanism, and provides constant day and night service at all times.

for

Hot tea or your dial to automaticall

This alert c for offices, anywhere th absolute mi

Do ov

This ess industry

AUT

which ha tenance a large loca

FREE INSTALLATION Profits from the very first sale without capital outlay, because we supply everything—even the insurance on the machine and stock . . . or you can buy the machine on the most co-operative terms.

let us tell you more

Please detach and post

Full information from

Autobars

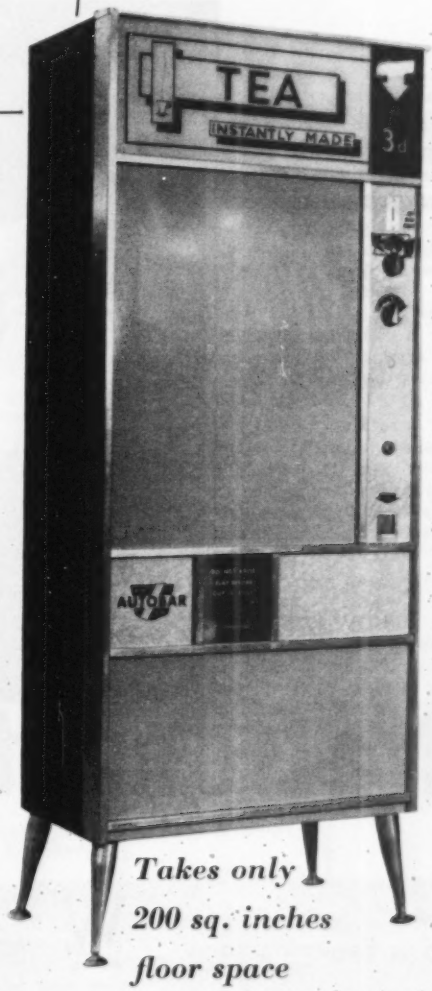
AUTOBARS Co. Ltd., 175 High Holborn, London, W.C.1
Telephone: COVent Garden 3374

utobar 250

AGE MACHINE
Tea & Coffee

offee, hot chocolate, cream and sugar. Just point our choice and insert coin . . . your drink is served

mpact Autobar supplies a constant quick service actories rest rooms, waiting rooms . . . in fact providing of hot drinks has to be done with the mum of time, space and service attention.



Takes only 200 sq. inches floor space

ou employ
er 20 staff?

tial equipment for both commerce and now available under the

OBARS RENTAL PLAN

been designed to include full service, main- d insurance requirements for both small and ions.

To **AUTOBARS Co. Ltd., 175 High Holborn, London, W.C.1**

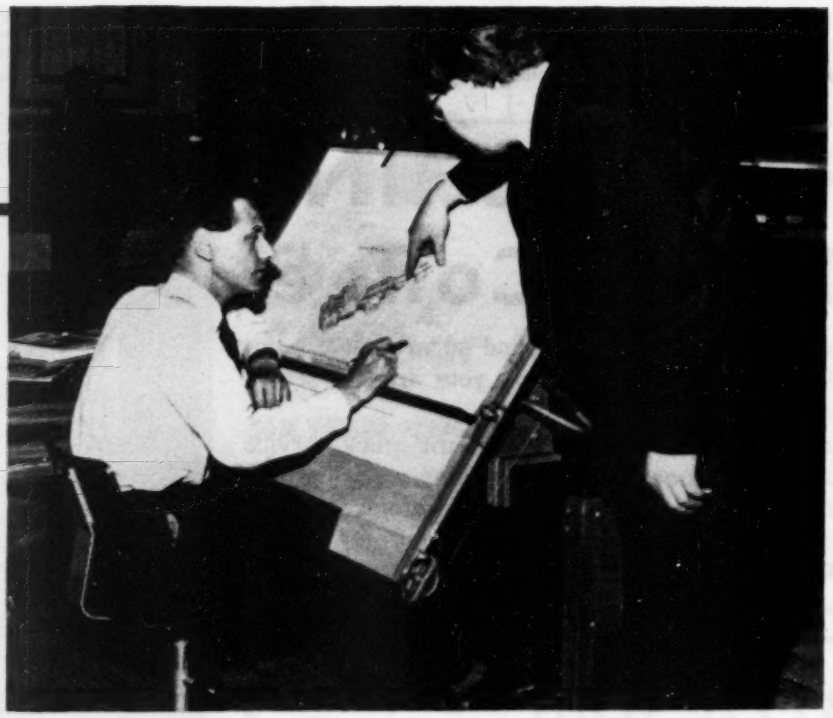
lease send full details of your Installation in Factories and Servicing of
HE AUTOBAR '250' HOT BEVERAGE AND '650' CIGARETTE/CONFECTIONERY MACHINES

lame .....

ddress .....

.....

PM & M



The relaxed position of this draughtsman is sufficient to show that his chair and

Nation of Cratchits

Seating is beginning to leave the Dickensian era. With health and productivity in mind, today's designers are gradually discovering the scientific elements of seating

by Mary Noble

WHICH of us does not remember the constant admonition, during our upbringing, to 'sit up'? Now, suddenly, we are all being told to sit *down*. The physiologists have discovered that all our chairs and tables have been too high, placing strains upon all parts of our anatomy and reducing our efficiency.

The descent started in the drawing office. Manufacturers of drawing office equipment in this country heard about the work of a Swedish physiologist, Dr. Akerblom, and also the research which was being carried out by a medical officer of one of the regions of British Railways.

As everyone knows, draughtsmen have always perched themselves upon 3 ft. high stools, crouched in a most intellectual and uncomfortable position over their drawing-boards, developing kyphosis, lordosis and a squint. Nobody had ever questioned this state of affairs; it was as accepted as poor Bob Cratchit's ill-lit perch.

But one firm, Hall Harding, had imagination, and questioning minds; they also knew of designers who were willing to undertake the task of dropping the draughtsman. They very sensibly began with the chair, calling in R. D. Russell & Partners whose Ian Hodgson designed a new low-level anthropometric chair. Then they built the furniture round it.

Designers First

Richard Hornby, the furniture designer, was called in, and it was his design which was introduced, just two years ago, to astounded architects and draughtsmen. The research which Hall Harding had been carrying out, and the drawing office chair and table which they produced, conformed exactly to the recommendations published at the

time of their launching by the British Standards Institution in their booklet no. B.S. 3044, 1959.

Nothing could be more appropriate than that a new design should be tried out by the designers first. Surely no office could be a better choice than the drawing office, from which stems all design, to use the new furniture. And from those drawing office chiefs who had the courage to persuade their staff to come down to anthropometric level, the first year's report bears out the original thinking of the manufacturer.

"We are very pleased", says one drawing office manager: "and feel that our selection has been amply justified. Our draughtsmen feel much more at ease and are able to maintain a peak performance throughout the day with much less fatigue". In fact, one of the older draughtsmen in the firm commented that he now feels that, at the end of the day, he could do another day's work.

The firm of G. A. Harvey & Co., of Greenwich, in consultation with the British Standards Institution and the Council of Industrial Design, were working as early as 1955 on an anthropometric design of drawing office furniture and a chair and table for the most desk-bound member of any organization—the secretary. Tan-Sad, who claim to be the pioneers in posture-seating in Britain, have for some years been thinking about this long-suffering member of the industrial and commercial team; they introduced the posture-chair which incorporates the principles of anthropometric design.

But there are still too few manufacturers who are prepared to understand that no one should be expected to write and type at two different levels; the conventional desk—already too high—makes no allowance for the extra three or four inches of typewriter keys. After all, typing must surely akin to playing the piano, and to do that without strain demands relaxed shoulders, arms and wrists. How can they be relaxed when they all have to be lifted higher than normal?

The most efficient height of the elbow above a working surface is three inches, and a firm which has taken this point into consideration is Block & Anderson, whose *DATA* furniture includes the dropped-level typewriter-well, to bring the level of the keys to that of the writing surface of the desk.

The anthropometrically - designed chair supports the back, whether of the draughtsman or of the secretary, in the proper place: not, as is most common, at the shoulders, where they need to be free, but in the curve of the spine where the back muscles take most of the strain of sitting. The back of the seat should be lower than the front, to give proper balance and to relieve pressure from the thighs, and feet (without heels) should be flat on the floor.

All Points Considered

The edge of the chair-seat should not be so wide as to press under the knee when sitting well back into it, as this tends to prevent the free return flow of blood through veins from the lower leg into the thigh. All these points should be considered whether seating the machine-operator or the school-child. The Council of Industrial Design has published articles in *Design* magazine over the past year, discussing optimum seating measurements for various sections of the community.

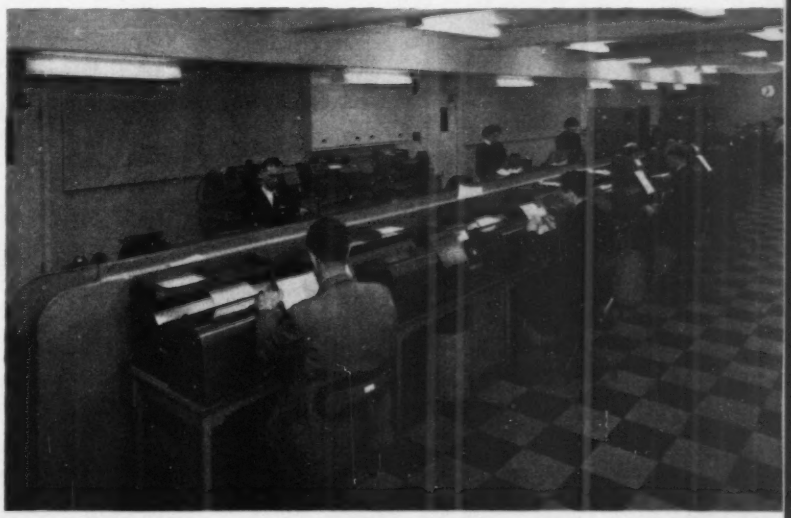
Naturally, there must be some allowance made for length of leg; and in the new office chairs a range of about 4 inches is usually allowed. But, as most furniture has to be mass-produced in order to keep price to a reasonable level, an optimum height has been agreed as being, for adults 15½-17½ inches for chairs, and 28 inches for desks (a 3 inch drop being incorporated into typing-wells).

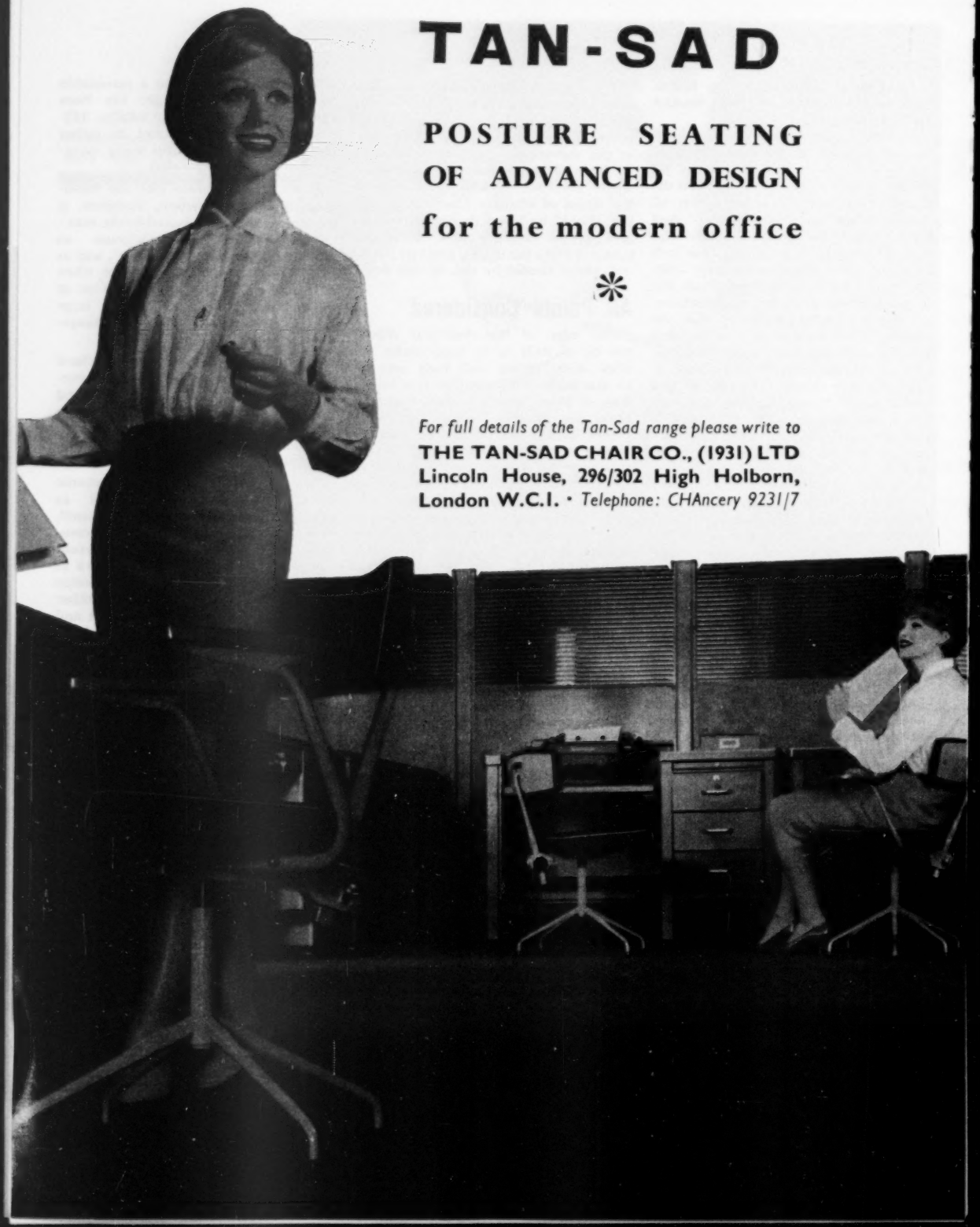
From drawing office into the managing director's sanctum, furniture is beginning to be measured-to-the-man: 'anthropometry' has become as accepted a word as 'geometry', and as necessary a science in this age when so many people are required to sit at desks and machines for such a large part of their lives. But the change-over is slow.

When I asked him why, Richard Hornby replied: "Mainly because purchasing officers buy for price, and efficiency rates a bad second; they also tend to buy their chairs from one manufacturer and tables and desks from another".

But, as the new standards become more generally accepted and as draughtsmen, like Hornby himself, prove to themselves the greater comfort and efficiency of the new levels, not only will designers never return to top-level sitting, but they will design furniture for their colleagues in other departments in which they can sit and work at the level nature intended.

Shell-Mex and B.P. tele-printer operators are professional sitters, 'accommodated' by Tan-Sad




TAN-SAD
POSTURE SEATING
OF ADVANCED DESIGN
for the modern office
*
For full details of the Tan-Sad range please write to
THE TAN-SAD CHAIR CO., (1931) LTD
Lincoln House, 296/302 High Holborn,
London W.C.I. · Telephone: CHAncery 9231/7

BOOKSHELF

RETIREMENT ★ PRODUCTIVITY ★ OCCUPATIONAL HEALTH ★ CATERING

SUPERVISORY TRAINING, by J. R. Armstrong. *Institute of Personnel Management, 7s. 10d. post paid.*

Well qualified, by virtue of his position as chief education officer with Joseph Lucas Ltd., the author sees his subject as no more than "a particular facet of management development".

This is a general discussion with sufficient detail to recommend it to anyone faced with the task of establishing and running a training programme.

In thirty-two pages of narrative, plus a further thirteen pages of appendixes, Mr. Armstrong paints a full picture of goals—and the means by which they can be attained. If you want a ready-made syllabus for an effective shop management course, or another residential programme for supervisors, this is where you will find them.

You will also welcome the chapter on follow-up action needed after training courses: competitions, discussion groups, exchange visits, external courses and outside visits.

AGEING AND THE SEMI-SKILLED, by Alastair Heron and Sheila M. Chown. *H.M.S.O., 5s. 5d. post paid.*

This is a Medical Research Council memorandum which describes an investigation carried out some three years ago in Merseyside industry.

Managers and supervisors were interviewed in order to ascertain background information about policies, practices and opinions regarding older workers in larger firms.

The conclusions they have arrived at must form a useful basis for other firms in other areas to consider their own semi-skilled operators. For example, do you find that your own managers and supervisors favour "a policy of retirement at a fixed age for the men working under them"? Do you single out the older worker for attention on account of age before he has really slowed down in his job?

Statistical information is also provided. It deals with such matters as time-keeping, accident and labour turnover rates, attitude changes, work performance and, most important, the individual manager's interpretation of the word "older" as applied to the semi-skilled.

EDUCATION AND TRAINING IN FRANCE. *British Association for Commercial and Industrial Education, 10s. 6d. post paid.*

In May 1960 nine members of BACIE's West Midlands Group paid a visit to France. This pamphlet is a report on what they found.

It includes a comprehensive description of the current system of training, as well as the changes in the system which will take place during the next few years. This latter feature will be of particular interest to training officers who feel that we should prepare for entry into the Common Market.

A large section of the report is devoted to the various types of vocational institutes that exist; the certificates and diplomas that are awarded; and educational practices in vocational schools. There is a detailed study of Renault's education and training work.

Since many personnel people are acquainted with French training procedures only sufficiently to know that there is an apprenticeship tax, this report becomes compulsory reading.

INDUSTRIAL TRAINING COUNCIL—SECOND REPORT. *1s. 7d. post paid.*

An important part of this document is devoted to reporting the action taken by employers' associations, trade unions and joint bodies in some thirty-six industries to help improve training in general, and to deal with the 'bulge' in particular.

CONDITIONS IN STEEL FOUNDRIES, first report of the Joint Standing Committee. *H.M.S.O., 10s. 8d. post paid.*

Submitted to the Chief Inspector of Factories, this is purely an interim report on the last seven years' work. It has been produced so that, in the words of the Committee, "the results of the work . . . should have the widest possible publicity, and, more important still, that they should be put into practice in the industry at once".

Most of the document deals with the prevention of industrial diseases in steel foundries by the elimination, suppression or control of dust and fumes. This is added to the important problem of accident-prevention.

What the Committee recommends is: a higher standard of housekeeping; wider provision of protective clothing; the proper care of such equipment by workers; early first-aid treatment for all injuries; and better instruction in safe methods and practices in manual weightlifting and mechanical handling.

The report is so detailed that it is possible to assert that the findings would be well read by managements which are outside the particular industry under investigation.

ORDER FORM

Business Book Centre

will obtain for you any of the books reviewed here. Send a remittance for the full, post paid price, together with the completed coupon below.

Business Book Centre, Mercury House, 109-119 Waterloo Rd., London, S.E.1

I enclose remittance £..... for the following books:

.....

.....

.....

.....

NAME .....

ADDRESS .....

.....

Visual Aids

by O. T. Curtis

Training: The Camera Must Not Lie

Realism is the vital key in the filmed training situation

A NEW series of films from the G.B. Film Library is concerned with supervisory management problems on the shop floor—whereas the earlier series (revised in PM & M January, 1960), was more concerned with problems of human relations in the office.

Each film is produced on similar lines—a uniform series meant to be used as the starting point for discussion. Produced by the P. Calvin Co. Training Film Division for the McGraw-Hill Text-Film Department, New York, these films represent a typical American approach to supervisory management training. They vary in length from 7 to 9 minutes—sufficient time to give the realistic background to a particular incident and hint at the problems it suggests. On the other hand, short enough to be incorporated successfully in a teaching or discussion session on a training course.

Consider each in turn. **The Hidden Grievance** discusses the case of an operative who has been transferred to a more complex machining job than the one to which he is normally accustomed. He complains of eye-strain, and his supervisor arranges better lighting. When asked if this has helped, he admits it has, but complains of leg-ache, and is provided with a rubber mat. But the job still troubles him, and he seeks a personal interview which his supervisor grants him, after hours, at some inconvenience.

Here, the worker, in response to a request to be frank, says that he really feels that this job is more complicated than the average and that he always seems to get the difficult jobs. The supervisor's assurance that he always tries to allocate jobs fairly does not convince him, and following the interview he decides to seek the help of his union.

The result—an official complaint to the company about a breach of works contract, and a summons to the supervisor to account for his conduct to higher management. What more could the supervisor have done in the circumstances?

Enforcing Rules and Procedures raises an important problem of maintaining a uniform management policy in a large organization. A skilled, long-service maintenance worker is accustomed to being called out to jobs all over the plant. His new supervisor, finding him absent when he wants him, rules that he must not leave his department without express permission.

On the next absence of the supervisor the worker is asked to repair a fault on the production line. He refuses at first, on the grounds that his supervisor has given explicit orders on the subject, but is persuaded to go when told that the whole production department is being held up. In his absence his supervisor returns and when Clancy, the worker, returns, he is reprimanded severely for having ignored instructions.

At this moment, a senior manager enters and congratulates the worker on a good repair job which has saved the firm from a serious hold-up. What can the supervisor do in such a situation?

Personality Conflict is common wherever people work together. A newly transferred operative puts up practical suggestions in a way which the foreman resents. In turn, the worker resents the lack of appreciation for his interest and effort. How can such a situation be resolved by a supervisor?

Another supervisor, whose problem is presented in **Delegating Work,** arrives home tired and dispirited, and complains to his wife that he can get no co-operation from his staff.

Flash-backs to incidents during his working day show him retaining documents for checking although his secre-

tary has offered to check them for him. He is also causing a hold-up by taking a safety inspector round the department, thus being absent when his manager calls to see him. He allows the manager to find all his staff searching for a document which the manager requires and which the supervisor finds in his own pocket. Later he fails to prepare an order because the packer did not check the goods.

The film asks the question "How should the supervisor tackle this problem?"

The Personal Problem discovers an operator whose work deteriorates because he is worrying about his sick wife. Whilst sympathetic to the man, the supervisor is still responsible for maintaining the output of his department. What can be done to help in such a case?

Finally, there is the supervisor who complains of **The Trouble with Women.** At a moment when one member of his female staff is absent and he is unsuccessfully trying to instruct another to take over her job temporarily, he is confronted with a new appointee sent down by his manager as his new checker—another woman!

He goes off forthwith to complain bitterly to the manager, leaving a puzzled young lady sitting alone in his office. The burden of his complaint is that women are less reliable than men: bigger absentees, less adaptable to change, slower to learn. "How", asks the film, "should he handle his staff?"

What role can such case-studies play in management training? It should be realized, to begin with, that their greatest contribution can be to introduce an element of realism into what must necessarily be the teaching atmosphere of a training department. They can also provide an objective basis for discussion around personalities created on the screen. In an internal training course, this is important, because discussion can so easily degenerate into 'shop' and 'personalities', or be inhibited because people do not wish to discuss working problems in front of their own superiors.

They can make an important contribution, too, by clothing abstract concepts with the reality of flesh-and-blood situations, and by presenting concisely far more information than could be conveyed in a similar time by words or printed matter.

But these positive virtues may also be the weak points of the case-study. The atmosphere of realism must be visually conveyed and not left to the imagination. Here, film economics become an important factor which tend to limit the value of this current series.

These six films are concerned with situations on the shop floor—situations in most cases in engineering industries. A low-budget film (as these appear to be), can create a convincing office with a simple studio mock-up; but much less readily convey a true impression of a factory department.

This is especially noticeable in **The Trouble with Women,** where the objection of one woman to moving her work-bench appears ridiculous on the film whereas, in practice, one workplace might have very definite advantages over another, or the amount of personal gear to be moved might be a real factor in the situation.

Similarly, the physical complaints of the worker in **The Hidden Grievance,** and the speed with which new lighting (apparently no different from the old) is installed, convey the impression of inordinate pampering of a sulky operative by an over-indulgent foreman.

These are not intended as carping criticisms of a series of films whose intentions are obvious and whose function is valuable. But, since the majority of workers have experience of only a few places of work (and many have spent most of their working lives in one plant and even in one department), they can easily rationalize objections to new ideas by proclaiming situations presented for discussion as being fanciful, or at least completely outside the range of possibility in their own works.

Of course, it is the purpose of a good training course to provide a new vantage point from which the employee may see his work and responsibilities. I well recall one supervisor who commented, after his training course. "It fascinated me to see my own works from the outside".

Of the good industrial film it can usually be said that it should speak for itself; that projection of the film should imply conveyance of the message it has to impart. But of this series, as of any case-study, it must be said that the real value will be discovered only by imaginative use.

The education officer must have studied the films and their implications very carefully before presenting them to a group. Only then can he relate the case-histories they portray to the environment which the members of his group know well. In trying to accomplish this, he will have one further handicap to overcome—the American origin of the films and the inevitable accents and attitudes. portrayed.

This is no criticism of the films themselves. Nor is it a criticism of the GB Film Library, the only industrial film library in the country which seems to take the film case-study seriously. But it is a criticism of British industrial film sponsorship and, like the caption in one of the American case-studies, one must ask: "What can British industry do now?"

When you call your supervisor in for an explanation, it usually means you have slipped up in his training

Is Yours the Ideal office ?

A practical guide to improving your own comfort, efficiency and status on a limited budget

by Peter Wright

THE mediocre standard reached by many executive offices can frequently be traced to a lack of awareness on the part of the individual manager as to what can be bought with a limited budget. Even when the purse strings are loosened, it is amazing to find that no higher standard is attained.

Developments in the design of office furniture and fittings now make it possible for even the least expensive working area to exude comfort as well as efficiency. The equipment is available, all that is required on top of it is an expert eye and creative ability to place the various items in the right place, in the right proportions, and at the right price.

What can be achieved is illustrated on the following three pages. The offices in these settings have all been planned and set out with two points in mind: a cost barrier and the needs of a personnel manager. One factor has been taken for granted: that the specialist needs an office of his own, where he can retreat from the hurly-burly of the company's activity, map out his policies and draw up the various campaigns that will ensure their ultimate success.

Any of the three offices we depict could exist in a company of any size. It is not suggested that the small firm needs the cheapest arrangement, nor that the largest organization must provide the £600 set-up. Any office has to be designed with the needs of the occupant in mind; and it is quite likely that a highly-paid personnel manager in a prosperous company would find that his daily itinerary did not warrant a particularly lavish office. Similarly, if the personnel man in a small firm finds himself relatively desk-bound, it becomes obvious that his needs would approach those that can be provided in the higher office price range.

In arranging these three ideal rooms, we took the action that the average personnel manager would follow. The first decision is to check on the actual price bracket that would be available for equipping the office. Agreed on that factor, the next step is to draw up a comprehensive plan of the actual requirements of such an office.

For example, if the personnel manager spends most of his working life in and out of other people's departments, it is unlikely that he will need an intercom. unit. The same man would find a dictating machine ideal for his purposes, since he could leave correspondence and messages for his secretary in sufficient quantity for her to be adequately occupied during any prolonged tour he makes.

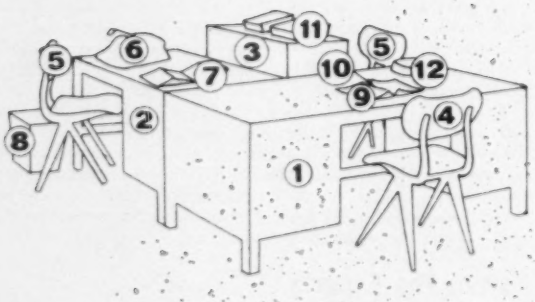
The final step is the design of the office. For this, we called upon experts in the office equipment field. With a comprehensive range of furniture and equipment and a professional contract department, Rymans Furnishing Contracts Ltd., leaders in their sphere, were able to set up these three exhibits at their Dover Street showrooms in a remarkably short space of time.

Call In The Experts

The firm is equally well equipped to draw up plans and specifications for an office, whether it be in the design stage or already in existence. In designing the offices, they have made it clear that these are not the only types of accommodation possible within the budget we submitted.

Is any of these offices comparable with your own? If so, you will be aware of the benefits it offers in terms of efficiency, personal comfort and status within your organization. The executive whose office does not measure up to these standards might be advised to estimate the cost of his present installation and to ask himself: could it not be improved at no greater expense?

£150 Office Setting



1 Formation Furniture double pedestal desk F132 . . . . . £43 16s. 4d.

2 Formation Furniture Typist Desk F301 . . . . . £18 16s. 4d.

3 Formation Furniture Storage Unit F400 . . . . . £24 2s. 10d.

4 Ahrend upholstered Result chair . £6 19s. 6d.

5 Ahrend chairs, two, plastic seat and back (*£6 1s. 0d.*) . . . . . £12 2s. 0d.

6 Hermes 3000 portable typewriter . £37 10s. 0d.

7 Expandex visible card file . . . . £1 18s. 6d.

8 Metal waste-paper tub . . . . . 18s. 5d.

9 Crown Diary . . . . . 8s. 9d.

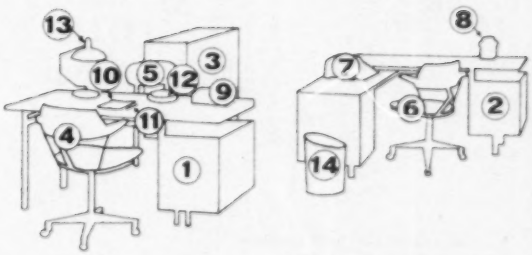
10 Parker Duofold Pen . . . . . £1 11s. 0d.

11 Two Hago Executive Trays (*11s. each*) . . . . . £1 2s. 0d.

12 Glass Ashtray . . . . . 13s. 6d.

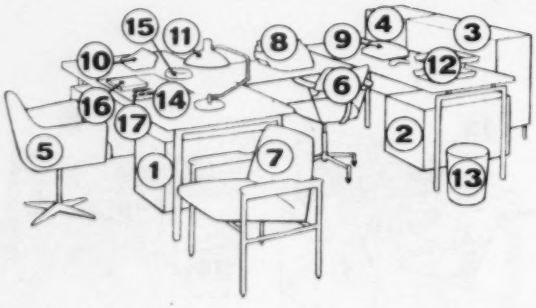
£300 Office Setting

1	Holzabfel PEN single pedestal desk in Afrormosia	£35 10s. 6d.
2	Holzapfel PEN desk with typing extension in Afrormosia	£60 4s. 2d.
3	Holzapfel PEN storage cupboard in Afrormosia	£35 2s. 4d.
4	Thinker chair, upholstered swivel chair	£29 0s. 0d.
5	Ahrend upholstered Result chair	£6 19s. 6d.
6	Thinker Chair, swivel chair in black beech wood	£21 10s. 0d.
7	Adler Special Typewriter	£57 0s. 0d.
8	Rotadex File	£4 16s. 4d.
9	Philips inter-communication system (complete with sub-station not shown)	£18 15s. 0d.
10	Executive Diary	12s. 6d.
11	Parker 51 Pen	£4 2s. 6d.



12	Glass Ashtray	13s. 6d.
13	Adjustable desk lamp	£14 11s. 3d.
14	Wood waste-paper tub	£1 17s. 6d.

£600 Office Setting



1 Holzapfel DHS 30 double pedestal desk in Teak . . . . . £95 1s. 9d.

2 Holzapfel DHS 30 desk with typing extension and panels in Teak . . . £123 2s. 10d.

3 Holzapfel DHS 30 storage cupboard in Teak . . . . . £49 13s. 9d.

4 Holzapfel DHS 30 storage cupboard in Teak . . . . . £23 15s. 1d.

5 Upholstered swivel executive chair . . . . . £38 18s. 6d.

6 Thinker chair, upholstered swivel chair . . . . . £29 0s. 0d.

7 Multalum KM 1 visitors arm-chair . . . . . £34 4s. 3d.

8 Beaucourt Typewriter . . . . . £65 0s. 0d.

9 Stenorette dictating machine *(complete with microphone, foot control and earpiece not shown)* . . . . . £64 11s. 6d.

10 Centrum inter-communication system master *(complete with sub-station not shown)* . . . . . £33 11s. 0d.

11 Adjustable desk lamp . . . . . £15 11s. 3d.

12 Desk trays . . . . . £3 19s. 6d.

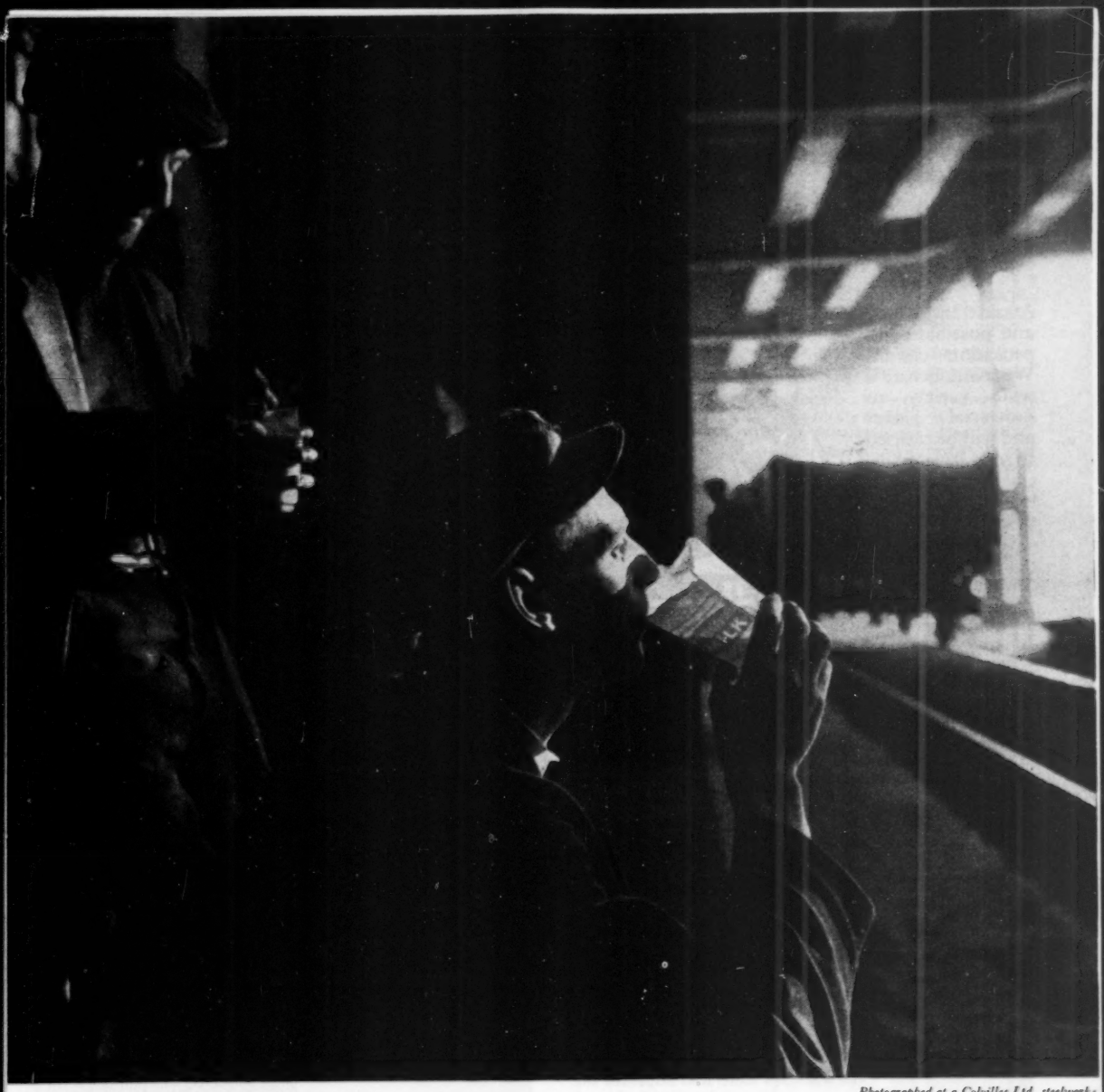
13 Aluminium waste-paper tub . . . £3 9s. 0d.

14 Aluminium blotter . . . . . £2 3s. 3d.

15 Glass ashtray . . . . . 13s. 6d.

16 Royal Diary . . . . . £1 5s. 0d.

17 Sheaffer PFM Pen and Pencil . . . £8 11s. 6d.



Photographed at a Colvilles Ltd. steelworks

'INTAS GO TO WORK

Is milk becoming our national drink? It looks like it. More and more managements are finding it desirable to provide milk for their staff. You'll find milk in the canteens—the dispensing machines do a good job here; you'll find milk in the factories, distributed from trolleys, or from vending machines. So that nowadays, wherever there are men at work—or women either for that matter—there seems to be ice-cold milk at hand. Reviving, soothing and sustaining.

The daily pinta habit is a good habit—one thing about which management and men always agree.

Milk vending machines, for instance, suit everyone in industry:

- time is money. Vending machines save both.
- they're cheap to install. They can go anywhere.
- they encourage milk drinking—and that means healthier workers.
- they give a 24-hour service—whatever the shift.
- they eliminate the very real hazard of empty bottles on the factory floor.

Everyone appreciates really ice-cold milk. Served from vending machines or dispensers, it's visible proof of good working conditions.

EVERYONE PROFITS FROM MILK IN INDUSTRY

Write to the National Milk Publicity Council Inc., Melbourne House, Aldwych, London, W.C.2, who'll be pleased to give you full information about Milk in Industry

Your worker's hands are valuable ... TO YOU!

Avoid lost time and possible compensation claims. We manufacture a wide variety of industrial gloves and will be pleased to send full details.

Protect your hand's hands

WITH **Tedson** INDUSTRIAL GLOVES

Tedson, Thornley & Co. Ltd. (PMM) Rochdale, Lancs.

SANOID

INDUSTRIAL RESPIRATORS

now available!

Every mask can be shaped to fit the wearer's individual face contours in a few seconds, ensuring extra safety and comfort. It is extremely light, and popular with operators, giving excellent protection against dust, etc.

No separate attachments, no time wasted in changing pads, etc. A new, clean, complete respirator is used every change and at an economical price.

Sample sent with pleasure.

A PRODUCT OF

Cuxson, Gerrard & Co. Ltd.

OLDBURY, BIRMINGHAM

SPECIALISTS IN FIRST AID

Automatic

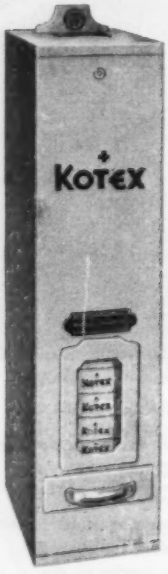
SANITARY TOWEL MACHINES

ARE ESSENTIAL WELFARE EQUIPMENT

In every modern

FACTORY, OFFICE BUILDING, DEPT. STORE, LAUNDRY, Etc.

where women are employed.



The machines illustrated dispenses the well-known 'KOTEX WONDERSOFT' Soluble Towel, individually packed in cartons, with two safety pins. The mechanism allows for easy adjustment to a selling price of 2d., 3d. or 4d.
We can give a prompt delivery of both the machine and towels.

12 months' guarantee

Full particulars from:

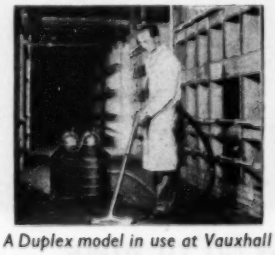
THE SIMPLAMATIC MACHINE CO. LTD

42 Old Bond St., London, W.1 Tel.: HYDe Park 5461

CONSULT NEW WELBECK

for expert advice on ALL Cleaning and Maintenance problems

A wide range of versatile and adaptable equipment is available to solve all cleaning problems in industry and commerce.



A Duplex model in use at Vauxhall Motors Ltd.

By appointment to H.M. The Queen Suppliers of Vacuum Cleaners

Write for further information or free demonstration, entirely without obligation, to Dept. 3.

NEW WELBECK LIMITED

HEAD OFFICE & WORKS:

Moulsecoomb Way, Brighton 7, Sussex.

Brighton 61666 (PBX)

Branches in London, Birmingham, Manchester, Scotland and Eire

Busy Hands need Swarfega

ANTISEPTIC HAND CLEANSER
—SATISFACTORILY SOLVES MANAGEMENT AND WELFARE WORRIES

REMOVES PRINTERS INK · PAINT · OIL · GREASE · TAR · DYES · RUBBER COMPOUNDS & INGRAINED GRIME

SWARFEGA is the easiest way of providing clean, germ free hands and costs only a penny per man/week. Efficient dispensers prevent waste and ensure economy.

Obtainable everywhere

AWARDED THE CERTIFICATE OF THE ROYAL INSTITUTE OF PUBLIC HEALTH AND HYGIENE

BY Deb

DEB CHEMICAL PROPRIETARIES LIMITED
FORFAR WORKS · BELPER · DERBYS.

INDUSTRIAL CLOTHES LOCKERS

● NEAT ● SAFE
● INEXPENSIVE
6 ft. × 11½ in. × 11½ in.

£3 - 0 - 0 EACH IN LOTS OF 50

(£3-4-0 EACH IN SMALLER QUANTITIES) EX. WORKS

Welconstruct Industrial Lockers have been specially designed as inexpensive lockers for works use. Made in 22G. steel throughout, with hat shelf, coat hook and louvred door. Fitted with 6-lever locks to differ, or hasp and staple for padlock. Can be supplied with 2, 3, or 4 compartments. Prompt delivery.

ENAMELLED GREEN

List "P.M." with full details of sizes on request

WELCONSTRUCT CO. LTD

35 CARRS LANE, BIRMINGHAM 4 **Tel. MIDland 1691**

space to your specification

PEEL'S Prefabricated Buildings

Whether you require a sports pavilion, or an extension to your existing building PEELS can meet your requirements with a prefabricated building from their vast range or with a design exactly to your specification. This beautifully styled sports pavilion in North Wales was individually designed by H. Peel Limited.

H. Peel Limited, (PM) Sowerby Bridge, Halifax. Tel: Halifax 81211

not from Mars
nor outer space
but . . .

EVERTRUSTY

PROTECTIVE CLOTHING and INDUSTRIAL GLOVES ARE
the finest on earth

Can you afford *not* to purchase your safety equipment from one of the pioneers with over 70 years' specialized knowledge?

Members of the Royal Society for the Prevention of Accidents

Write NOW, specifying your requirements. Obtainable ONLY from

Specialists in Industrial Safety

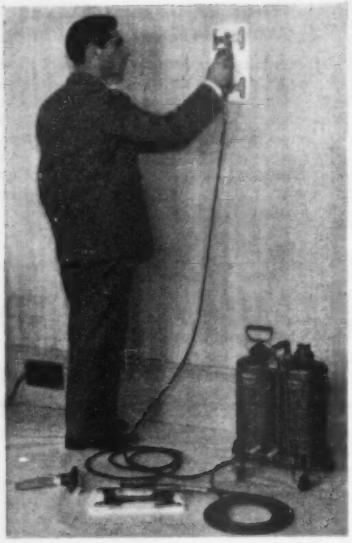
WALLACH BROS. LTD.

For over 70 Years

EVERTRUSTY

49, TABERNACLE STREET, LONDON, E.C.2
Tel: CLErkenwell 1448-9. Groms.: Hammerman Ave., London

Cut Paint Cleaning Costs
with the
"REVVI"
Wall Washing Machine
Now with versatile 'FLUIBRUSH'



★ **Makes cleaning a joy**
★ **Improves working conditions**
★ **Stimulates 'good housekeeping'**
★ **Raises employee morale**

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.
PRICE COMPLETE £55

For further details write or phone

REVVI Ltd., 459 GREEN LANES
PALMERS GREEN, LONDON, N.13
Tel: PAL 3763

EQUIPMENT MARKET

A Monthly Survey for Personal Managers

● **OFFICE COPIERS** ● **DICTATING MACHINES**

● **TYPEWRITING AIDS** ● **VENDING** ● **FILMS**

For more details, USE COLOURED FORM AT BACK

Versatile Copier

FOR documents up to nine inches in width with any required length, this new portable photocopying machine may be just the item that many people have been waiting for.

Produced by *Office Mechanisation*, it will reproduce copy from any type of paper, black or in colour, line or in tone. It can be obtained with a normal tray-type tank into which developing fluid is poured; or it is available to take the *Speed-O-Print Redi-Pak* in the rear.

This latter system holds 32 fluid ounces of ready-mixed developer which automatically fills and drains the tray. Dimensions of the machine prove its compactness: 10½ by 17 by 9½ in. It weighs 16 lb.

Prices depend on the model ordered. For normal tray-type tank you pay £60. With the *Redi-Pak* adaption the extra cost amounts to £2.

Enquiry Ref. No. A10/1

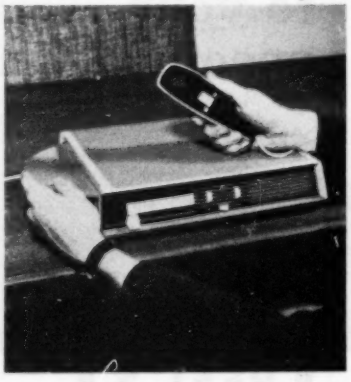
Stylish Swede

PRINTED circuitry coupled with transistors and Swedish design provide the formula for one of the neatest, most elegant dictating machines on the market. In the *Agavox Model 2*, a pleasing external appearance is combined with a very high standard of performance.

Operating the machine is easy. Precious minutes do not have to be wasted in waiting for the machine to warm up. Once switched on, it is ready for immediate use.

Recording is on a disc which provides for 12 minutes of dictation and can be used at least 20,000 times. The disc slides into a slot at the side of the machine and is automatically centred. Loading is much easier than on a record-player.

All controls are situated on the hand microphone, through which it is also possible to listen to the recording on playback. The dictate-listen switch is illuminated red in the dictate position. It is impossible to backspace and accidentally erase a recording when on 'dictate'. A stop-start control on the



microphone will backspace to permit correction if it is depressed during playback.

The machine is provided with a visual aid in the form of a timed index slip on the front. Pin holes, punched by remote control from the hand microphone, visually record ends of letters and corrections, so that the

(continued on page 46)

Southalls

SOLVE THE TWIN PROBLEMS OF

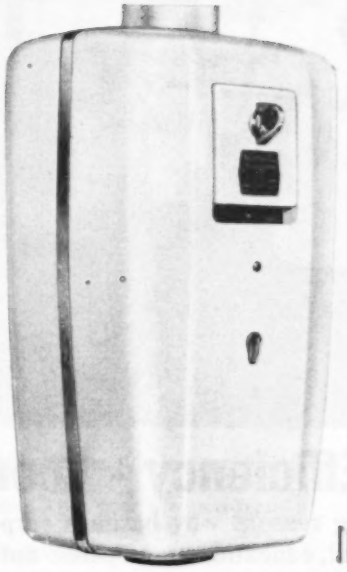
SUPPLY AND DISPOSAL

All toilet facilities for women need the most modern, most efficient means of supplying and destroying sanitary towels. Southalls specialize in the best of both. Here they are.....

SOUTHALLS AUTOMATIC VENDING MACHINE

Finished in stoved white enamel and chromium, it has a trouble-free dispenser mechanism. It takes pennies. Southalls offer FREE maintenance and towel refills are readily available — a countrywide service without equal. This machine is a time saver when dispensing the indispensable.

Vender 32⅜" high, 5⅛" wide, 4⅛" deep. Price £10.17.0d (net carriage paid). Machines for soluble and other types of towels available.



NEW! SOUTHALLS RADICALLY-IMPROVED GAS INCINERATOR

In white enamel with chromium plated fittings, this revolutionary model, the product of 5 years research, is designed for standard 4" flue fittings. It incorporates an automatic clockwork timing device — time cycle 3 to 4 minutes — and a flame failure device. The compact modern case measures 11½" wide with a maximum projection of 12⅜". Size of incinerator suitable for the smaller cloakroom but with a capacity to cope with larger requirements. Attractive economic price: £32.10.6d.

Also electric! The same modern design is available as an electric model. Most suitable where gas supply is not readily available. Price: £27.10.0d.

Southalls (BIRMINGHAM) LTD.

Charford Mills, Birmingham 8

ANOTHER S&N PRODUCT

Hygiene - Efficiency - Economy

Three compelling reasons why business corporations, institutional, educational and public authorities, throughout the country are switching over to the CRESCO SERVICE, which provides:

* A towel which REDUCES COSTS. No laundry bills, no sorting, no checking, no listing. Replacement and disposal are simplicity itself.
* A fresh clean towel for every user . . . no queueing, nothing mechanical to break down.
* A towel of balanced strength and absorbency made from the finest quality paper.
* A towel that DRIES DRIER FASTER and prevents the spread of infection.

LET US QUOTE YOU FOR

CRESCO

THE COMPLETE *All British* WASH ROOM **SERVICE**

For full details of the CRESCO SERVICE, please write to:

CRESCO LTD., BROUGHAM ROAD WORKS, WORTHING, SUSSEX.

Telephone . . . . . Worthing 6100-1

INVERESK GROUP

EQUIPMENT MARKET cont.

typist is provided with a complete guide to the contents of the disc.

There are several safety devices. When the eleventh minute of a recording is reached, a tone warning is heard which is amplified in the twelfth minute. The erasure control is provided with an automatic safety lock preventing accidental erasure.

Recording directly off a telephone is provided for, and there is a wide range of accessories to make the typist's job as easy as possible.

Overall dimensions of the *Agavox* (12½ by 10½ by 3 in.) enable it to fit into a briefcase or shallow desk drawer. Price of the dictating machine is £99 15s.

Enquiry Ref. No. A10/2

Modified Recorder

IMPROVED mechanical performance is the result of numerous modifications to the *Mark 6 Truvox* tape recorder. On the modified model, the *R82*, the method of operation has been simplified, the frequency response is

better, and several additional facilities have been provided.

The *R82* is a two-track tape recorder into which most of the latest developments which make for smooth, trouble-free recording have been incorporated.

Speeds can be selected whether the deck is running or stationary. For each speed, there are separate drive wheels which automatically disengage when the machine is switched off. An efficient interlock reverts the 'record' switch to 'playback' when the stop, forward wind, or rewind buttons are pressed. The pause control can be left on indefinitely. It will not break

(continued on page 48)

ROSS

tender, new seasons . . .

PEAS

direct from the rich farmlands of Norfolk and Lincolnshire, harvested in their prime, processed by the most modern machinery, are available to *you* the whole year round. Sweet and tender Ross peas are pod fresh—as fresh as the moment of picking.

Ross peas and other Ross foods are served aboard many of the world's luxury liners.

ROSS

Frozen Foods

ROSS GOODS LIMITED · HUMBER BRIDGE ROAD · GRIMSBY

the tape if accidentally operated during fast rewinding.

Some of the facilities provided make this a highly sophisticated machine. It is possible to superimpose on to a tape, and full mixing facilities are provided with independent volume controls for both high and low sound sources. If so desired, the amplifier can be used on its own.

All these features make the recorder eminently suitable for use in connection with film-making.

A sister-model, the *R84*, is a four-track recorder. It differs from the *R82* in that it possesses a few extra features of which the main is a track selector which has a position for stereo replay.

The *R82* retails at £57 15s., and the *R84* at £61 19s.

Enquiry Ref. No. A10/3

For the Soft Touch

CLAIMED as an aid to even speedier typing is this pack of *Peerless* rubber key-tops.

Factors that are assisted by this intriguing device include the non-slip rubber and individual springing which, say the makers, increase speeds and also prevent typists from damaging their finger nails.

While the basic shapes of the typewriter keys are such that it is relatively easy to apply the units, a difficulty has been presented by variations in shapes of the space and tabulator bars. Previously, these were secured by metal clips. Now, they are kept in position by a pressure-sensitive adhesive.

The adhesive is protected until use by a length of release coated paper that is easily peeled off. By this method, a clean and efficient product is assured. Our illustration shows the ease with which the rubber strip can be applied.

Enquiry Ref. No. A10/4

Single-Lever Control

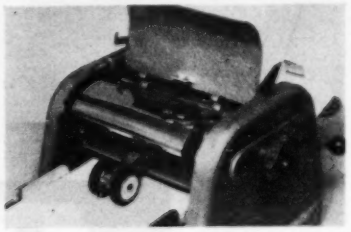
ENTIRELY trouble-free reproduction is claimed for the new electric *Copy-rite Golden Streak* automatic spirit duplicator.

The most important feature of this modern development appears to be its single-lever control. This locks up the master on to the drum, starts the motor, feeds paper and fluid, and locks a protective cover into position over the working parts.

The feed-tray is designed to carry paper of varying weights, from postcard to 9 by 14 in. size. Correct alignment is maintained by the pre-set locations of the paper guides. Having fed down to the last sheet of paper, the machine is automatically cut-out.

Even while the machine is operating copy can be raised or lowered. Also incorporated is a five-position colour-control lever which maintains the correct pressure to give a maximum number of uniformly clear copies in up to seven colours, on one master.

A signal light warns the operator if the fluid-flow and roller pressure have been left on.



The price of this machine, which made its appearance at the Business Efficiency Exhibition, is approximately £150.

Enquiry Ref. No. A10/5

Errors Eliminated

EVEN the best typist sometimes makes mistakes. Her less perfect sisters laboriously correcting typing errors and, being obliged on occasion to re-type whole letters, will probably

(continued on page 50)

Patent applied for

IMPROVE YOUR STAFF'S WELFARE WITH

SPACE-SAVING **multilok** EQUIPMENT

Write to INDUSTRIAL ASSOCIATES LTD *of*

64-66 Oxford St., LONDON, W.1. Tel: LANCHAM 4847

or to the MANUFACTURERS

OOSTWOUD FABRIEKEN N.V., UTRECHT (Holland)

CARLYLE

AIR CONDITIONING EQUIPMENT

—A PROVED 'PLUS' FOR INCREASED WORKING EFFICIENCY

RESEARCH SHOWS that in office or factory air conditioning results not only in greater efficiency, but also in less absenteeism. Employees stay fresher — get less fatigued. Your office or factory stays dust free too because Carlyle Air Conditioning ensures clean, filtered air all day. Noise is reduced too, because windows remain closed whilst the Carlyle Air Conditioner does its cooling work. We will gladly advise you on the type of unit most suitable for your premises — whether it be for an office 12 ft. square or a five storey factory.

The Crestline Console Air Conditioner provides a quiet, filtered atmosphere, and when fitted with hot water coil can replace existing radiator. The Outside air duct being only 24" x 6½" can be fitted through wall or window. £195 complete (heating coils at extra cost).

Carlyle have the 'know-how'

Air conditioning is a specialised business demanding specialised knowledge. Carlyle has the backing of years of experience in this field, plus the equipment to match it!

Write for further particulars to:

CARLYLE AIR CONDITIONING & REFRIGERATION LTD

1 KING STREET · ST. JAMES'S · LONDON SW1 · TEL: WHItehall 5356

CARLYLE

go into raptures over a simple new gadget called *Tipp-Ex*.

This consists of a piece of paper-like material about 2¾ by 1-in. Once a mistake is made, the typist backspaces to the letter or word to be erased, inserting the slip of paper into the machine over the mis-spelt word. Then she types the wrong letter again over the original error with the result that the error is obliterated by being merged into the background of the paper, leaving the surface fresh and clean for correction.

Each slip of *Tipp-Ex* can erase up to 40 errors. The used portions of the slip are shown up on the imprinted side facing the typist.

Undoubtedly, use of this method has the advantage over the usual erasing process with regard to speed and, even more clearly, with regard to neatness. There are no smudges, no blurry re-typing, no marks whatsoever.

Tipp-Ex is manufactured in Western Germany together with its partner *Cop-Ex* which does the same thing for carbon copies. Both have recently become available in this country.

Each packet, costing 2s. 6d., contains 12 slips. They can be obtained in white, yellow, blue, pink, green and buff, according to the colour of the paper used in typing.

Enquiry Ref. No. A10/6

If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

VENDING

SHOPPING difficulties pose one of the gravest welfare problems wherever there is a number of female employees. A revolutionary approach to vending techniques which has been developed in this country offers a startling solution.

The *Automarket* machine will vend any quantity of different varieties of consumer goods, and carry a magazine to provide for any number desired of each article without any adjustment to accommodate different shapes, sizes, and weight of goods. Exact change is delivered with the goods, even if each article of the same type (for example, assorted vegetables), varies in price.

A space 4½-ft. high by 2-ft. wide and 2-ft. deep is required for the coin unit, selection controls and delivery shute. The magazine of goods for sale can be accommodated on the premises, on the first floor, or in the basement

of the factory or office. Delivery of the selected article is effected at high speed by conveyor belt and slide or lift.

A 200-selection machine, vending normal grocery items, would need storing space of only 18-ft. by 2-ft. for

(continued on page 52)

You never see a prima donna pair of **Bennett's** gloves—

but **opera**tives sing their praises!

A wide range of quality industrial Gloves, Mitts, Aprons and Clothing in leather, rubber, asbestos, plastic and various fabric materials are made and stocked for all trades and processes. Technical Representatives are available for consultation in all parts of the British Isles at short notice.

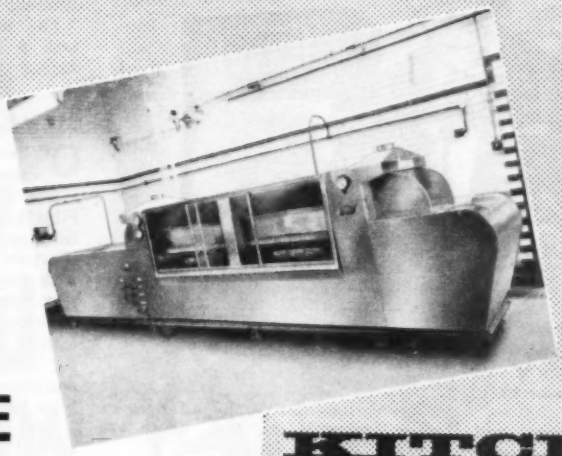
BENNETT'S

cvs-17(D)

INDUSTRIAL GLOVES

H. G. BENNETT & CO. (Gloves) LTD. · Industrial Glove Specialists · LIVERPOOL 23 · GREat Crosby 3996/7

DAWSON PLANT



for

KITCHEN UTENSIL WASHING

AT NETHERNE HOSPITAL

The photograph on the right shows some of the wide variety of utensils which require washing at the Netherne Hospital, Coulsdon, Surrey. To cope with these, the Dawson machine shown above was installed.

The utensils are carried through the machine on a continuous conveyor to receive an intensely searching washing and rinsing treatment from batteries of jets above and below. Constructed of stainless steel, the machine has large sliding glass windows giving easy access and good observation of the entire operation.

This is only one of several types of Dawson kitchen utensil cleaning machines; for leaflets and for further information apply to either of the addresses below.

DAWSON 'DELUGE' DISHWASHERS

The Certificate of the ROYAL INSTITUTE OF PUBLIC HEALTH & HYGIENE *has been awarded to* DAWSON 'DELUGE' DISHWASHERS

DAWSON BROS. LTD. 406 RODING LANE SOUTH • WOODFORD GREEN • ESSEX
Telephone: CRESCENT 7777 (4 lines)
HEAD OFFICE & WORKS: GOMERSAL (near Leeds) Telephone: CLECKHEATON 3422 (7 lines)

a total stock of 4,000 articles. The whole machine is designed on a unit basis and is of extreme simplicity. The control unit is composed mainly of standard Post Office units and is claimed to be extremely reliable.

Negotiations are already in progress with leading firms in the chain store and grocery businesses with a view to arranging for them to offer to install, stock and maintain the *Automarket* in suitable factories without any cost to the factories themselves.

Enquiry Ref. No. V10/1

Off the Ice

ICE-COLD drinks are twice as refreshing as normal beverages when workers are employed in a hot environment, such as furnaces or heat-treat departments.

The *VM 35* is capacious and versatile refrigerated vendor offering four selections of milk, soft drinks or cream and other dairy produce. Electrically operated, the machine holds up

to 304 cartons and vends all sizes of carton, including one pint, which are currently in production.

Selection of the drinks is made by the customer simply by turning a switch and inserting the necessary money. A mechanical totalizer is fitted to enable the *VM 35* to vend at three different prices.

The machine is attractively styled, with a large illuminated window to display the products for sale.

Enquiry Ref. No. V10/2

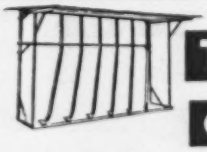
NEW FILM

OF interest to managements, supervisors and trade union branches is a new film available from the Central Film Library of the Central Office of Information. Entitled *The Grievance*, it illustrates the machinery for dealing with workers' grievances under a Canadian union's contract with employers.

Points are made by showing the case-history of a worker who was demoted for refusing to carry out a job under conditions, in his view, of excessively high temperature.

The grievance followed through several stages of negotiation, between union and management, to its final settlement by arbitration.

Enquiry Ref. No. F10/1

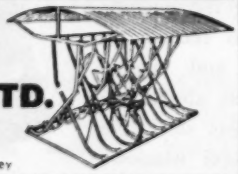


THERE IS AN ABIX CYCLE STAND

TO SUIT EVERY REQUIREMENT

ABIX Cycle Stands are constructed of steel throughout, stove-enamelled green. Roof sheeting is normally of galvanised corrugated sheets. If required, sheeting can be supplied in Aluminium or Asbestos.

There are 30 Different Types from which to choose.



Please write for illustrated catalogue PM/1 to —

ABIX (METAL INDUSTRIES) LTD.

STEEL EQUIPMENT FOR OFFICE AND FACTORY

POOL ROAD, WEST MOLESEY, SURREY

Phone : MOLesey 4361/3 *Grams :* ABIX, East Molesey

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30 Queen Victoria Street, London, E.C.4).

ST ALBANS

"Wheelers of Plaistow"

specialists in the manufacture of

OVERALLS

for

MEN

and

WOMEN

in every Trade

The "VOLE" *Brand* DIGNIFIES THE JOB

H. WHEELER & CO. LTD.

Overall Clothing Manufacturers

187 LONDON RD., PLAISTOW, E.13

Telephone: GRAngewood 4071

He's a jolly good fellow

Yes—our Personnel Manager is a jolly good fellow

It was he who introduced the H.S.F. into our firm. Now nearly everyone has joined, office and workshop staff alike.

They know they're on to a good thing because the H.S.F. *likes* paying out.

That's what it's there for.

It pays substantial cash sums to members *and* their dependants when in Hospital, Nursing Home or Convalescent Home. Cash for the home when it's needed most—when a member is in hospital.

But more than this, the H.S.F. also pays substantial cash grants towards optical and dental treatment, surgical appliances, specialist consultations, Radiological and Pathological Services, convalescence, etc.

Management like the H.S.F. too, because it is a valuable Welfare Service, it makes for a happy, stable staff and they know that when their men are in hospital there is no need for them to worry about what's happening at Home.

Payments for Members when in Hospital

'A' Scheme	**£2.19.6**	PER WEEK
'B' Scheme	**£6. 6.0**	PER WEEK
Combined Scheme	**£9. 5.6**	PER WEEK

Contributions can be deducted from pay and remitted quarterly in bulk to the fund. Contributions range from 6d. a week (the 'A' scheme) bringing the fund within the reach of all.

Write for full details to the Secretary, Llewelyn B. Dart

THE HOSPITAL SATURDAY FUND

14-18 HOLBORN, LONDON, E.C.1. Tel.: CHAncery 6311

MANAGEMENT DIARY FOR NOVEMBER

ASSOCIATED INDUSTRIAL CONSULTANTS (Midhurst, Sussex)

6-17 Course for higher management: first stage of a comprehensive course on management techniques and philosophy

27-Dec. 1 Course for higher management: second stage. The break is to permit members to deal with urgent matters of business in their own firms which may have arisen in their absence, but is also intended to enable them to review the teachings of the first two weeks against the background of their own organizations. Any practical points can then be clarified in the last week.

ASHRIDGE COLLEGE (Berkhamsted, Herts.)

Oct. 30-24 Course for executives in the middle and junior functions: aim is to improve effectiveness of executives by presenting broad aspects of management problems, emphasizing the inter-relationship of people, functions, departments and external factors.

BRITISH INSTITUTE OF MANAGEMENT

Non-residential courses and meetings outside London

15 **Manchester.** Marketing decisions: practical problems seminar

22 **Manchester.** Company management, training and development seminar: for directors and senior executives concerned with company education, training and development.

Non-residential courses and meetings in London

2-3 Art of selling course: a two-day course by Mr. Heinz Goldmann, the international sales-training consultant. Previous courses have met with considerable success

7 Seminar on the economics of capital expenditure: intended to give those directors, senior managers and accountants who are engaged in evaluating and analysing expenditure projects an opportunity to exchange information and discuss the techniques and methods in current use

8 Seminar on product research, planning and development

9 Inventory management seminar

18 and 25 Quicker reading course: five hours instruction spread over two consecutive Saturday mornings to improve reading speeds and technique

22 Management ratios and IFC seminar: for directors, general managers and senior accountants.

BURTON MANOR (Wirral, Cheshire)

13-24 The nature of management: for junior managers and administrators

27-Dec. 8 Supervisory management: intended for established foremen

27-Dec. 8 Supervision in the docks and shipping industries: one of a series of four courses run in co-operation with the National Association of Port Employers.

INDUSTRIAL WELFARE SOCIETY

Residential conferences outside London

3-6 **Southport.** Annual conference for catering managers

3-6 **Bournemouth.** Conference for foremen and forewomen

9-13 **Shropshire.** Manual lifting and handling instructors' course

24-26 **Brighton.** Trends in apprenticeship training (in conjunction with BACIE).

Non-residential meetings outside London

9 **Manchester.** Industrial health

15 **Leeds.** Retail staff

15 **Glasgow.** Pensions

16 **Liverpool.** Women supervisors in factories, shops and offices.

Non-residential courses and conferences at Robert Hyde House, London

2-3 Fire and security

7-8 Sales area supervisors

7-9 Work relations seminar for technical managers: second of a series of four 3-day seminars, providing a study in depth of the factors and skills which make for successful executive action

7-9 Discussion leading and chairmanship

10 Filmstrips on interviewing and communications

13-17 Training techniques and methods: part 2 of a 3-part sandwich course

20-23 Basics of personnel administration

22 Staff restaurants

24 Preparation for retirement

28-29 Visual aids

28-29 Worker representatives and shop stewards

30 Catering managers

30-Dec. 1 The human aspects of management.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end residential courses in England

First Series

3-5 **Scarborough.** Human relations: gives special consideration to the problems in human relationships which every foreman must be able to solve.

10-12 **Leamington Spa.** Practice of supervisory management: an opportunity to exchange ideas and experience about the job of being responsible for other people's work

10-12 **Bournemouth.** The foreman and cost reduction: with the help of practical examples, this course shows how shop expenditures are classified and controlled and so leads to increased cost-consciousness on the part of the foreman.

Second Series

3-5 **Buxton.** Incentives, merit rating and job evaluation: a detailed examination of the various methods of evaluating and rewarding workpeople

17-19 **Buxton.** Profits, and productivity

24-26 **Leamington Spa.** Communication in practice: syndicate exercise in thinking about the ways to launch new ideas in a company

24-26 **Droitwich.** Organizing for production: the role of the foreman in managing men, materials and resources on the shop floor is fully examined with the help of case studies.

INSTITUTE OF PERSONNEL MANAGEMENT

Non-residential meetings in London

15 Conference on the implications of recent research for personnel management

Residential course in London

20-24 Functions of a personnel department

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

6-17 Course on interviewing: open only to those who have first successfully completed an introductory course. Aim is the development of skill in all types of interviewing

27-Dec. 8 Course on intelligence testing: theory underlying intelligence testing and test construction, use and interpretation of test results. Instruction in the giving and marking of four intelligence tests.

ROFFEY PARK INSTITUTE (Horsham, Sussex)

6-10 Human relations: Introduction to principles of human relations in industry and practical application of principles to situations in industry and commerce. Mainly for experienced people but also useful for graduate management trainees.

CLASSIFIED ADVERTISEMENTS

CLUB SECRETARIES. Send for catalogue at WHOLESALE prices. TOYS, GAMES, etc., for your children's Xmas Party. TROPHY CUPS, MEDALS, SPORTS PRIZES, FANCY GOODS, CARNIVAL HATS, BALLOONS, NOVELTIES, FUND RAISERS, etc. Largest suppliers to clubs in the country. We stock over 3,000 different lines. Swinnertons Ltd., Dept. P.M., Tantarra Street, Walsall.

AUTOMAT VENDING machines have 3 years' unconditional guarantee. All types for all trades. For sale, hire or rental. 100 per cent Service After Sale Plan. AUTOMAT LTD., 173 Elmers End Road, Beckenham, Kent. BECKENHAM 8282 (5 lines).

THIS MONTH'S ADVERTISERS

ACOUSTICS
H. W. Cullum & Co. Ltd., *back cover*

AIR CONDITIONING
Carlyle Air Conditioning & Refrigeration Ltd., 49

CATERING EQUIPMENT & SERVICES
G. F. E. Bartlett & Sons Ltd., 11
Dawson Bros. Ltd., 51
Lily Cups & Containers (England) Ltd., 4
Peter Merchant Ltd., 36
New Equipment Ltd., 18
Remploy Ltd., 21
Ross Group, 47

CLEANING
Columbus-Dixon Ltd., 15
New Welbeck Ltd., 42
Revvi Ltd., 44

EFFICIENCY AIDS
Planned Music Ltd., 10

EMPLOYMENT SERVICES
Appointments Vacant, 2

HEALTH
National Milk Council, 41

HYGIENE
Cresco Ltd, 46
Deb Chemical Proprietaries Ltd., 43
General Electric Co. Ltd., 17
Simplamatic Machine Co. Ltd., 42
Southalls (Birmingham) Ltd., 45
Wimsol Ltd., 18

LOCKERS & CLOAKROOM EQUIPMENT
Oostwoud Fabrieken, 48
Welconstruct Co. Ltd., 43

OFFICE SYSTEMS & FURNITURE
Kalamazoo Ltd., 21
Tan-Sad Chair Co. (1931) Ltd., 32

OVERALLS & PROTECTIVE CLOTHING
H. G. Bennett & Co. (Gloves) Ltd., 50
Briggs Industrial Footwear Ltd., 20
Cuxson, Gerrard & Co. Ltd., 42
Angus, Jowett & Co. Ltd., 16
Northide Ltd., 20
Sketchley Overall Service Ltd., 12
Tedson, Thornley & Co. Ltd., 42
Wallach Bros. Ltd., 43
H. Wheeler & Co. Ltd., 52
Wilkins & Denton Ltd., *inside back cover*

SAFETY EQUIPMENT
Siebe, Gorman Ltd., 8

TRAINING COLLEGE
Metropolitan College, 52

VENDING EQUIPMENT
Autobars Ltd., 28-29
Gloster Equipment Ltd., 6
Machine Economy Ltd., 19
Joseph Sankey & Sons Ltd., 14

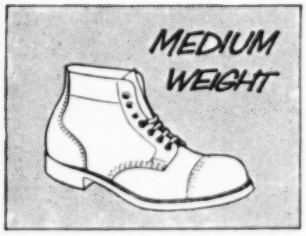
VISUAL AIDS
R.C.A. Great Britain Ltd., *inside front cover*
Rank Precision Industries Ltd., 13

WELFARE FACILITIES
Abix (Metal Industries) Ltd., 52
Hospital Saturday Fund, 53
H. Peel Ltd., 43

Vol. 28. No. 256. Printed for the proprietors, Shaw Publishing Co. Ltd. (a member of the Business Publications Group), *registered office: 180 Fleet Street, London, E.C.4, (Waterloo 3388), by* **Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.**

TOTECTORS

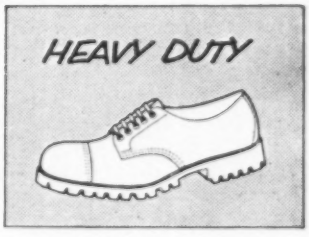
All comply with B.S. 1870.



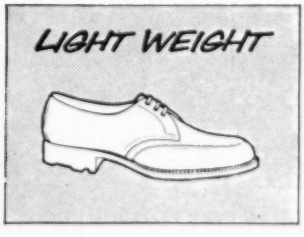
TOTECTORS

£1,000 free insurance covers all men's lines.

TOTECTORS



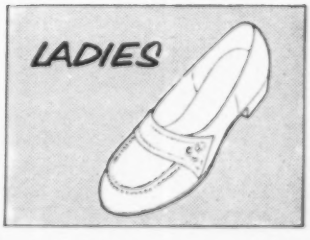
Are indistinguishable from ordinary footwear.



TOTECTORS

Are also available in smart styles for women.

TOTECTORS



The pioneers of safety footwear.

WILKINS & DENTON LIMITED · TOTECTOR HOUSE · RUSHDEN · NORTHAMPTONSHIRE

What—no patter of tiny feet, Fortescue ?

No, Sir Henry. But this unusual air of peace and quiet in the old School does not denote half term. The little fellows are in class as usual.

Strange. In my day the place was a hubbub of sound from dawn to dusk.

Times have changed, Sir Henry . . . and so have the ceilings. Do you not recall the last Governors' Report which stated that Cullum Acoustic Tiles were being installed throughout? They, as you should know, reduce unwanted noise to a minimum. *Control* sound, in fact . . .

Sound discipline, you might call it, eh, Fortescue! The very thing for the younger generation.

For *every* generation, Sir Henry. Last year alone, Cullum sold and installed 2,000,000 sq. ft. of acoustic ceiling.

An impressive piece of addition, Fortescue. Cullum Tiles certainly pass every test—both aural and visual—with distinction.

CULLUM ***MASTERS OF SOUND***

BRITAIN'S MOST EXPERIENCED ACOUSTIC ENGINEERS. ✲ SUPPLIERS OF ALL LEADING ACOUSTIC TILES

HORACE W. CULLUM & CO. LTD. The Acoustic Centre, 58 Highgate West Hill, London, N.6 FITzroy 1221

DHB 6774A